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EVALUATION

USAID/IRAQ BROADENING PARTICIPATION THROUGH CIVIL SOCIETY PROJECT FINAL PERFORMANCE EVALUATION REPORT

November 2, 2015

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On cover: The Sawa Center for Community Action in Kirkuk, Iraq, supported through a subaward from the Broadening Participation through Civil Society Project, held a peaceful coexistence activity for youth, who are dressed in the traditional clothing of Kurdish, Turkman, Arab, Sunni, and Shi'ite communities. BPCS PROJECT STAFF

DISCLAIMER — The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

ACRONYMS

3H	Humanitarian Help Hands
BPCS	Broadening Participation through Civil Society
CAP	Community Action Program
Compensation Commission	Central Commission on Compensation of Persons Affected by War Operations, Military Mistakes and Terrorist Acts
COP	Chief of Party
COR	Council of Representatives
CSO	Civil society organization
GEO	Office of Governance and Economic Opportunities
GO	Governor's Office
GoI	Government of Iraq
GSP	Governance Strengthening Project
ICNL	International Center for Not-for-Profit Law
IDP	Internally displaced person
IKR	Iraqi Kurdish Region
INGO	International non-governmental organization
IP	Implementing partner
IR	Intermediate Results
KRG	Kurdistan Regional Government
Law 20 (2009)	Law No. 20 <i>Compensating the Victims of Military Operations, Military Mistakes and Terrorist Actions</i> (2009)
M&E	Monitoring and evaluation
MC	Mercy Corps
MENA	Middle East and North Africa
Mercy Hands	Mercy Hands for Humanitarian Aid
MOU	Memorandum of Understanding
Marla Fund	Marla Ruzicka Iraqi War Victims Fund
NGO	Non-governmental organization
OCA	Organizational Capacity Assessment
OCI	Organizational Capacity Index
OD	Organizational Development
ODP	Organizational Development Plan
PAO	Public Aid Organization
PC	Provincial Council or Governorate Council
POC	Point of contact

PPL	Provincial Powers Law or Law of Governorates not incorporated into a Region, Law 21 (2008)
RFP	Request for proposals
USAID	U.S. Agency for International Development

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USAID/IRAQ BROADENING PARTICIPATION THROUGH CIVIL SOCIETY PROJECT FINAL PERFORMANCE EVALUATION REPORT

EXECUTIVE SUMMARY

In September 2012, USAID/Iraq awarded a cooperative agreement to Mercy Corps (MC) and its consortium of partners to implement the Broadening Participation through Civil Society (BPCS) project. With the end of BPCS scheduled for December 2015, USAID/Iraq commissioned an end-of-project performance evaluation through its Advancing Performance Management contract. The evaluation was conducted by three international and Iraqi evaluation experts and a 10-person Iraqi data collector team and included four weeks of field research. The purpose of this evaluation is to determine the extent to which the project met programmatic objectives and to inform future civil society assistance, including programs in countries experiencing democratic transitions in the Middle East and North Africa (MENA) region. The main audiences of the evaluation will include USAID/Iraq and USAID/Washington's Middle East Bureau.

BPCS's overarching goal was to create an environment for stronger civic participation in Iraqi democracy by fostering increasingly professional, interactive and interconnected Iraqi civil society organizations. Four interrelated intermediate results (IR) explicitly support BPCS's goal. The fifth IR relates to the Marla Ruzicka Civilian War Victims Fund (Marla Fund), which BPCS integrated into its engagement with and support of Iraqi CSOs:

- IR 1: Democratic engagement of citizens increased.
- IR 2: Institutional capacity of CSOs/NGOs increased.
- IR 3: Impact of civil society on public policy increased.
- IR 4: Enabling environment for CSOs improved.
- IR 5: Special projects – civilian war victims assisted (Marla Fund).

MC's consortium partners included ACDI/VOCA, Internews, the International Center for Not-for-Profit Law (ICNL), and two local civil society organizations (CSOs), Public Aid Organization and Mercy Hands for Humanitarian Aid. ICNL also worked with two additional local CSOs as subcontractors: Humanitarian Help Hands (3H) and Iraqi Al-Amal Association. As a component of BPCS activities, MC and ACDI/VOCA worked with eight Iraqi CSOs to implement the Marla Fund. BPCS activities were conducted in all 18 of Iraq's governorates, with the Marla Fund implemented in 14 governorates.

Research Question 1: How and to what extent has BPCS project achieved its overarching objective and expected results?

Findings

BPCS did contribute to its overarching objective of strengthening citizen participation in Iraq's democratic systems through its support of civil society. In particular, BPCS activities led to citizen engagement (IR 1), increases in CSOs' institutional capacity (IR 2), civil society impact on public policies (IR 3), and improvements in Iraq's enabling environment (IR 4). CSOs successfully led citizen mobilizations and also targeted government policies that emphasized key democratic values, including social cohesion, volunteerism, citizen rights and responsibilities, and empathy. CSO events created civic space for citizen engagement and social cohesion; these events included

CSO Fairs, voter and civic education events, radio and television talk shows, town hall meetings, awareness raising activities, and public hearings. Volunteerism through CSOs creates opportunities for citizens to become more directly involved with community service and advocacy activities. CSO leadership on advocacy campaigns created channels for civil society to advocate for citizen priorities; in particular, advocacy campaigns' community assessments promoted closer connectivity between CSOs and citizens. CSOs developed a limited "watchdog" role that did not put them into direct confrontation with government officials but instead promoted transparency in budget processes and accountability for implementation of services. CSOs increased citizen and policy maker awareness through media outreach strategies that included traditional media outlets such as radio, television and print as well as social media such as Facebook, Twitter and websites. Although BPCS's training and organizational development (OD) activities were intended to directly engage legally registered CSOs, the program also indirectly engaged alternative civil society actors such as tribal and religious leaders as well as youth and women's groups through the efforts of partner CSOs. All of these activities contributed to positive changes in perceptions of Iraqi CSOs with both the general public and government officials.

In terms of the enabling environment, BPCS continued ICNL's efforts to simplify the central government's CSO registration and reporting processes, but systematic inefficiencies and potential for political interference continue. BPCS efforts to support the drafting and implementation of government regulations supporting CSO access to government grants and procurement processes are unlikely to gain traction under the current humanitarian crisis and tight national budget. BPCS continued ICNL's efforts for improved functioning of KRG's NGO Directorate, including developing guides for its grant making process and monitoring and evaluation of grantees. However, more support is needed to improve efficiency and transparency.

Conclusions

Based on these findings, the evaluation team concludes that: BPCS CSO partners are capable of mobilizing citizen engagement through multiple strategies likely to continue after project completion. BPCS advanced CSO leadership capacity to contribute to policy advocacy, but more development is required for sustained and controversial issues. Important advances in the enabling environment are still needed in that CSO partners continue to face opposition and suspicion from public and government officials. Although BPCS made important contributions to improving Iraqi civil society's enabling environment through its support of the central and KRG NGO directorates, additional support is needed to ensure the NGO registration processes is more efficient and less vulnerable to political manipulation.

Recommendations

Building on BPCS's achievements and lessons, the evaluation team makes the following recommendations:

- USAID and implementing partners (IPs) should support the growth of capable and legitimate CSOs through ongoing cooperation in all aspects of Iraq's development, especially in providing mechanisms to interact with the public, assessing and monitoring services, engaging youth in productive activities and leadership opportunities, and promoting social cohesion.
- USAID/Governance Strengthening Project (GSP) and Tarabot Administrative Reform Project should partner with 3H and Iraqi Al-Amal Association to advance Iraq's enabling environment by focusing on legislative action and monitoring of government policies impacting civil society.

- USAID/Tarabot should support the efficiency and transparency of NGO Directorate operations.

Research Question 2: To what extent has the project contributed to improving performance and organizational capacity of partner CSOs? Specifically: (a) Identify CSOs that receive only grants, only OD assistance, and OD assistance and grants over the life of the project; (b) Assess and compare whether the CSOs with and without OD support met the performance objectives of the grants. (c) Compare the Organizational Capacity Index scores of OD CSOs that did and did not receive grants.

Findings

BPCS supported 143 CSOs through its OD process, its subawards program, and humanitarian assistance capacity training. The OD process supported 85 CSOs and included capacity assessments, training, and one-on-one coaching. Ninety percent of the 80 CSOs with both pre-assessment and comparative assessment scores¹ improved their capacity through the OD process.

Additionally, nine rounds of subaward processes supported 77 projects to 51 CSOs countrywide. Subaward themes related to civic engagement in elections; policy advocacy for services, human rights and IDP support; collaboration amongst CSOs to promote social cohesion and provide humanitarian assistance; and programmatic and operational support to Sawa Centers for Community Action. All but two subawardees met their performance objectives or were on-track to complete the subaward successfully. Because all CSO subawardees were required to meet a minimum standard of organizational capacity to start with – and due to confounding factors that impacted subaward outcomes – the evaluation team was not able to determine the extent to which BPCS’s OD support activities contributed to successful subaward results. CSO partners that only received OD support stated that subawards as a component of the capacity building process would have better enabled them to apply new knowledge and skills.

In all, BPCS provided training to a total of 145 CSOs and offered 47 different types of training. CSOs continue to face capacity gaps and local education and training providers are needed to ensure availability of capacity building support in the future. However, the lack of financial support is the largest threat to CSO sustainability, followed by a poor enabling environment and pressure from political parties. CSOs will now need to prioritize strategies for self-sufficiency that do not rely on government or donor resources.

Conclusions

Based on these findings, the evaluation team concludes that Iraqi CSOs have ongoing needs for capacity development, especially in terms of knowledge and skill gaps (e.g., proposal writing, sustainability planning, and monitoring and evaluation), training for newly-hired staff or newly-registered organizations, and technical expertise. Subaward mechanisms can serve both to advance organizational capacity and meet overall programmatic goals. Iraqi CSOs will also need to develop reliable and nonpartisan revenue sources, which will be essential to the sustainability and independence of Iraq’s civil society.

¹ Five of the 85 CSOs were in areas of high security risk so comparative assessments were not possible; therefore, these five CSOs were not included in the analysis.

Recommendations

The evaluation team makes the following recommendations:

- BPCS should ensure educational resources are localized and institutionalized prior to close-out through tutorials and the transferring of implementation documentation and templates online (or onto CDs) for ease of access and dissemination by a local partner.
- Future USAID civil society capacity building efforts should diversify its subaward pool to flexibly respond to different programmatic objectives. For example, a small-scale grant program would be appropriate as a component of a CSO OD program to provide the participating CSOs with an opportunity to apply new skills through grant implementation. On the other hand, a larger, competitive grant process would be more appropriate if the programmatic objective was to locally procure needed services, obtain specialized expertise or promote complex strategies that require experienced implementers.
- BPCS should continue its focus on CSO sustainability planning prior to close-out through a training event open to all CSOs involved in any aspect of the BPCS program and a small intensive event focused on individualized support for high-priority partners.

Research Question 3: Did the project identify and seize windows of opportunity to advance the project objectives (e.g., involving civil society in elections and responding to the humanitarian crisis in the final year of programming)? How did the project's assistance equip Iraqi civil society to respond to these events?

Findings

In response to evolving conditions in Iraq prior to and during BPCS implementation, USAID provided guidance to MC to develop appropriate programmatic responses and integrate these priorities into BPCS's work plan. Shortly after start-up, USAID encouraged MC to include election monitoring activities as a primary objective of BPCS's election and civic engagement subawards. And with the intensification of violence in Iraq, USAID recommended that MC refine its existing and planned activities to meaningfully address the growing humanitarian crisis. In both cases, BPCS was able to effectively and flexibly respond to evolving contextual factors through its subaward process and targeted trainings.

CSO partners' responses to the humanitarian crisis as well as to elections created opportunities for increased volunteerism and focus on social cohesion. The respective approaches adhered to BPCS's underlying goal of citizen engagement in democratic processes. Not surprisingly, responding to the emergent conditions required significant reorganization of staff, work plans, and priorities with unintended consequences on BPCS's support for CSO development and consortium management.

Conclusions

Based on these findings, the evaluation team concludes that BPCS demonstrated flexibility, creativity, and responsiveness to emergent conditions while maintaining a focus on the overarching objective of citizen engagement through the civil society sector. CSO engagement in elections presents a high-risk/high-reward proposition in Iraq. Although provision of humanitarian assistance was beyond BPCS's scope, technical, system and resource capacity, Iraqi CSOs demonstrated alternative responses that contribute to long-term resiliency within their communities.

Recommendations

The evaluation team makes the following recommendations:

- USAID should facilitate introductions between appropriate BPCS CSO partners and international and Iraqi bodies responsible for election support in order to expand CSO involvement in all aspects of upcoming election cycles.
- If funds allow, USAID or other donors can further develop local capacity to provide ongoing training in skills and processes required for rapid crisis mobilizations and to prepare CSOs for service and leadership in the post-conflict period.
- USAID/GSP should consult with BPCS staff to identify appropriate CSOs to support sub-national efforts to implement decentralization and the provincial budget planning processes.
- BPCS CSO partners need to leverage improvements in their relationships and status within their communities to promote self-sufficiency strategies beyond the BPCS period.

Research Question 4: To what extent did BPCS partners assist civilian victims of conflict through the Marla Fund, as per the Fund's defined purpose?

Findings

BPCS contracted with eight Iraqi CSOs to implement the Marla Fund, supporting 420 individual and 39 community projects in 14 governorates. CSOs managed the identification of potential projects, developed project business plans, submitted verification documents of beneficiaries' qualifications for funding to MC for project approval, provided small business development training to selected individuals, and conducted follow-up visits to monitor the projects.

With BPCS support, Marla Fund CSOs also provided non-financial support to individual beneficiaries, and self-organized to advocate on behalf of war victims seeking ongoing support from the Iraqi government. Marla Fund CSOs increased their organizational capacity and demonstrated strong commitment to supporting war victims and to advocating for amendments to Iraqi Law No. 20 (2009), which supports government-provided compensation of Iraqi war victims.

Conclusions

Based on these findings, the evaluation team concludes that implementing CSOs will have insufficient funds to continue funding small business development or community projects after BPCS ends. Without Iraqi government monetary allocations to Iraqi victims of war, Marla Fund CSOs are unlikely to have the resources to sufficiently respond to the expanding number of war victims. However, non-monetary support such as medical treatment, physical and occupational therapy, trauma healing and social reintegration supports are also vital to victims of war.

Recommendations

The evaluation team makes the following recommendations:

- CSOs should focus on continuing BPCS-supported self-sufficiency strategies for continued war victim support, including advocacy with the Compensation Committee to increase governmental financial support to eligible war victims.
- USAID/Iraq's IPs should consult with BPCS to identify potential CSO partners to integrate trauma-healing training into their capacity building activities. Identifying trauma reactions and knowing culturally appropriate responses for healing will be vital to health providers and those who interact with the general public, such as customer service staff at government agencies.

Research Question 5: What issues emerged during implementation and what lessons were learned from the implementation of BPCS?

Findings

The evaluation team found that communication within and coordination of the BPCS consortium faced multiple challenges due to the project's complexity, large number of international and local partners, high-level of OD support needed by local consortium partners, replacement of a key consortium member at start-up, divided responsibilities of the Chief of Party in the first two years of implementation, re-prioritizing of work and associated staffing, sharp budget reductions, and significant worsening in the security context. The BPCS subaward process was too complicated given the level of CSO applicants' capacity and experience; CSOs highlighted the lengthy Requests for Proposals with complex language and requirements. There was also a lack of communication with those not awarded a grant.

Conclusions

The evaluation team concludes that the complex operating environment required more directive leadership than was provided by the IP's collaborative leadership style. The subaward process generated confusion, competition, and missed opportunities for learning amongst CSO applicants.

Recommendations

The evaluation team recommends:

- USAID should work with its IPs to determine whether staffing structures are sufficient to meet the needs of the team, especially during project start-up and during emergent crises throughout implementation.
- Subaward processes should take into account the developmental stage of likely applicants. Low-capacity applicants will need more support, such as simplified RFPs; oral presentations and briefings to augment written submissions; pre-application workshops in proposal writing and technical themes related to the solicitation targets; manageable reporting requirements; and ongoing support through monitoring and joint identification of results.
- BPCS should document its lessons learned from the subaward process to include its successful strategies, such as conducting pre-application information sessions and thematic workshops to support proposal writing.

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1. INTRODUCTION

In September 2012, USAID/Iraq awarded a cooperative agreement to Mercy Corps (MC) and its consortium of partners to implement the Broadening Participation through Civil Society (BPCS) project. With the end of BPCS scheduled for December 2015, USAID/Iraq commissioned a final performance evaluation through its Advancing Performance Management contract. The purpose of this evaluation is to determine the extent to which the project met programmatic objectives and to inform future civil society assistance, including programs in countries experiencing democratic transitions in the Middle East and North Africa (MENA) region. The main audiences of the evaluation will include USAID/Iraq and USAID/Washington's Middle East Bureau. USAID/Iraq was the sole funder of the evaluation and allocated a budget of \$338,153. According to the evaluation Statement of Work (see Annex 1: Evaluation Statement of Work), the five research questions are as follows:

1. How and to what extent has the BPCS project achieved its overarching objective and expected results?
2. To what extent has the project contributed to improving performance and organizational capacity of partner CSOs? Specifically:
 - In table format: (1) identify civil society organizations (CSOs) that received only grants over the life of the project (non-OD CSOs), (2) identify CSOs that received only organizational development (OD) assistance (OD-only CSOs), and (3) identify CSOs that received organizational development assistance and grants over the life of the project (OD/grant CSOs).
 - Of the CSOs that received grants (OD CSOs and non-OD CSOs), assess whether the CSOs met the performance objectives of the grants. Compare those two groups and evaluate their relative effectiveness. For example, does the receipt of organizational development assistance predict the meeting of grant objectives?
 - How did the OD CSOs and OD-only CSOs perform vis-a-vis organizational assessment tools?
3. Did the project identify and seize windows of opportunity to advance the project objectives (e.g., involving civil society in elections and responding to the humanitarian crisis in the final year of programming)? How did the project's assistance equip Iraqi civil society to respond to these events?
4. To what extent did BPCS partners assist civilian victims of conflict through the Marla Ruzicka Iraqi War Victims Fund (Marla Fund), as per the Fund's defined purpose?
5. What issues emerged during implementation and what lessons were learned from the implementation of BPCS?

This report provides findings, conclusions and recommendations to each of the five research questions. The report annex provides support documentation, including the evaluation scope of work, data collection tools, list of respondents, and list of background materials.

2. BACKGROUND

Implemented in all 18 governorates, BPCS is also referred to as *Musharaka* in Arabic and *Bazhdarikurdin* in Kurdish, meaning “participation.” Included in BPCS implementation is the Marla Fund, as mandated by the U.S. Congress. The estimated budget was \$75,997,319, including \$15,000,000 allocated to the Marla Fund. In February 2013, due to across-the-board cuts within USAID/Iraq, USAID informed Mercy Corps that the full budget of the program would not be obligated to BPCS, resulting in a 25 to 30 percent overall budget reduction across different program components. This change caused the BPCS implementer to review its strategy, work plan, and individual partner commitments to focus remaining resources on maximizing the program impact. As of February 2015, USAID obligated \$55,517,272.19 (Cooperative Agreement Modification 05). The implementing partner provided no additional funds. BPCS is currently scheduled for completion in December 2015.

BPCS’s overarching goal is to create an environment for stronger civic participation in Iraqi democracy by fostering increasingly professional, interactive, and interconnected Iraqi civil society organizations. The broad development hypothesis that underlies BPCS is that if civil society is strengthened in a way that increases citizen input into Iraq’s social and political development, then Iraqi democracy will be more participatory. Four closely interrelated intermediate results (IR) support BPCS’s goal. The fifth IR relates to the Marla Fund. Following is a list of the IRs and a brief description of BPCS’s approach for achieving results in each of these areas:

- **IR 1: Democratic engagement of citizens increased** through engaging and mobilizing diverse and marginalized groups to broaden democratic participation at community, sub-national, and national levels.
- **IR 2: Institutional capacity of CSOs/NGOs increased** through targeting organizations with the greatest potential to contribute to Iraq’s development through effective constituent-focused service delivery and policy impact.
- **IR 3: Impact of civil society on public policy increased** through facilitating opportunities for civil society to directly influence decision-making that affects the whole society.
- **IR 4: Enabling environment for CSOs improved** through strengthening mechanisms for collective voice and constructive collaboration with the general public, government actors and the private sector to ensure civil society leadership in Iraq’s consolidation of democracy.
- **IR 5: Special projects – civilian war victims assisted (Marla Fund)**, which provides individual and community projects in support of Iraqi civilians who have suffered losses as a result of U.S. forces, Iraqi military, or terrorist activities.

In the Foreign Assistance Framework, BPCS activities related to IR 1 through IR 4 fall under the Objective of Governing Justly and Democratically and respond to the Program Area of Civil Society and the Program Element of Civil Participation. Under the Foreign Assistance Framework, assistance to war victims (IR 5) falls under the Objective of Investing in People and responds to the Program Area of Social Services and Protection for Vulnerable Populations and the Program Element of Social Services. (For Mercy Corps’ summary of these IRs and sub-IRs, see Figure 1: “BPCS Results Framework – Mercy Corps.”)

Figure 1: BPCS Results Framework – Mercy Corps

BPCS Program Goal: Iraq's democratic systems become more participatory and dynamic as a result of civil society sustainability deepening citizens' social and political engagement			
Program Objective: To foster an increasingly professional, interactive and interconnected Iraqi civil society that offers greater opportunities for citizens to contribute to and benefit from the country's development			
Foundational Activities <ul style="list-style-type: none"> • Civic attitudes and behaviors surveys • Organizational capacity development through coach mentoring • Integrated sub grant fund for practical application of skills and concepts 			
IR 1: Democratic engagement of citizens increased	IR 2: Institutional capacity of CSOs/ NGOs increased	IR 3: Civil Society impact on public policy increased	IR 4: Enabling environment for civil society improved
<ul style="list-style-type: none"> • Civic education and service learning bolsters citizen ownership of their democratic roles and responsibilities • CSOs strengthen volunteerism and partnership with informal civil society work • Media accurately and actively represents the role of civil society in democratic engagement • Increased networking and coalition building leads to community needs being better addressed 	<ul style="list-style-type: none"> • CSOs have strengthened administrative, financial, monitoring and evaluation capacity • CSOs better plan for sustainability and meeting community needs • CSOs deepen collaboration skills through networking and peer mentoring 	<ul style="list-style-type: none"> • CSOs strengthen skills for advocacy • CSOs apply skills for advocacy • Government entities and constituents increase receptiveness to CSO role in policy 	<ul style="list-style-type: none"> • Improved implementation of Iraqi NGO laws through strengthened capacity of government and CSO leaders • Improve cooperation between civil society and government for development • Increase access to public information for transparency and action • Establish an annual Iraqi Civil Society Assembly to consolidate and communicate collective vision
IR 5: Special Projects—Civilian war victims assisted <ul style="list-style-type: none"> • Marla Fund beneficiaries and projects identified • Livelihoods restored through kick-start grants and training • Medical services and supplies provided • Damaged property repaired/replaced 			

Source: "Iraq's Broadening Participation through Civil Society (BPCS) Project," Mercy Corps application in response to USAID Request for Applications 267-12-000001, revised application submitted June 24, 2012.

Mercy Corps' consortium partners included ACDI/VOCA (from September 2012 to December 2014), Internews² (August 2013 to January 2015), ICNL (September 2012 to May 2015) and two Iraqi civil society organizations (CSOs), which were Public Aid Organization (PAO) and Mercy Hands for Humanitarian Aid (Mercy Hands) (both September 2012 to October 2015). ICNL also worked with two additional local CSOs as subcontractors: Humanitarian Help Hands (3H) and Iraqi Al-Amal Association. Mercy Corps and its consortium partners implemented BPCS in all 18 governorates of Iraq. Mercy Corps divided geographic responsibility, referred to as Areas of Responsibility (AoR), with ACDI/VOCA managing support to CSOs located in the seven northern

² International Republican Institute (IRI) was an inaugural consortium partner with a particular emphasis on building CSO advocacy capacity. However, due to IRI's decision to close its office in Iraq, it withdrew from its involvement in BPCS during project start-up. Mercy Corps took on many of the advocacy-focused activities and added Internews to the consortium in August 2013 to support CSOs in developing media outreach strategies.

governorates (Diyala, Dohuk, Erbil, Kirkuk, Ninewa, Sulaymaniya, Salah ad Din), Mercy Corps together with Mercy Hands supported CSOs in five governorates in central Iraq (Anbar, Babel, Baghdad, Karbala and Wassit). Mercy Corps together with PAO supported CSOs in the remaining six governorates in southern Iraq (Basrah, Dhi Qar, Missan, Muthanna, Najaf and Qadissiya).

BPCS's major activities implemented over a three-year period were as follows:

- Organizational Development support for Iraqi civil society organizations that included initial Organizational Capacity Assessments (OCA) with corresponding Organizational Capacity Index (OCI) score; development of an individualized Organization Development Plan (ODP); training focusing on seven key organizational themes; follow-up one-on-one coaching; and a comparative OCA conducted 12 to 14 months after the pre-assessment.
- OD "Stars" were CSOs that had gone through the OD process and were selected by BPCS for further support based on demonstrated commitment and potential. Stars continued to receive individualized leadership coaching and specialized training support after the comparative assessment process.
- Subawards to support specific objectives to encourage citizen engagement in democratic processes, including elections, advocacy, social cohesion, humanitarian assistance, and community action centers.
- Support to government agencies and CSOs working to improve the legal and informal enabling environment for an active and independent civil society in Iraq.

BPCS activities for the Marla Fund were implemented through eight local CSOs. Four of these CSOs were recruited based on prior experience with implementation of the Marla Fund under USAID's Community Action Program (CAP). Another four were selected through a competitive subaward process. BPCS was initially slated to conduct Marla Fund projects in all of Iraq exclusive of the Iraqi Kurdistan Region (IKR), but worsening security concerns prevented initiation of any activities in Anbar and ended support for projects conducted in Ninewa after July 2014.

3. METHODOLOGY

The evaluation team consisted of an international Team Leader, an international civil society expert and an Iraqi expert in civil society. A 10-person Iraqi team conducted primary data collection activities. During the third quarter of BPCS's final year of implementation, the evaluation team conducted field activities over a four-week period in June 2015. The performance evaluation applied a mixed methods design, which used both quantitative and qualitative data collection and analysis. Data collection activities included field visits to nine governorates (for a map of selected governorates, see Annex 2: Supplement to Methodology). In each of these nine governorates, the data collection teams conducted the following activities: (a) structured stakeholder interviews of BPCS staff members, sub-national government officials, Marla Fund local CSOs, and Marla Fund individual and community project beneficiaries; (b) focus groups with CSO partners and citizen beneficiaries; (c) mini-surveys of CSOs' citizen beneficiaries; (d) online survey of BPCS staff and partner CSOs; and (e) observations of seven BPCS-supported activities. To better understand the specific challenges for civil society in conflict-affected areas, the data collector team conducted phone interviews with CSO partners in Diyala and Anbar. In Diyala, the team also interviewed the Marla Fund CSO.

In addition to primary data collection described above, the evaluation team also analyzed program data provided by BPCS. These data sources included lists of CSO partners by type (see Annex 3: Question 2: Table of CSOs by Type [OD Only, OD/Subaward, Subaward-Only]); CSOs attending each training type (see Annex 4: Table of Trainings with Number of CSOs Trained, and Annex 5: Table of CSOs with Number of Trainings); Organizational Capacity Index scores (pre-assessment and comparative assessments); Requests for applications (RFAs); selected subaward proposals; final reports available at the time of evaluation (Elections and Advocacy Round 1); and BPCS grant tracking records (Advocacy 2 and 3). To determine whether subawardees met objectives, the evaluation team compared proposal objectives with final reports, BPCS grant tracking records or interviews with BPCS staff (Collaboration 1), depending on the most recently available information.³

For additional details on the evaluation design and number of respondents, please see Annex 2: Supplement to Methodology.

4. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

A. QUESTION 1: Extent to which BPCS project achieved its overarching objective and expected results

Based on interviews, surveys, and field visits, BPCS CSO partners, citizen beneficiaries, and government officials indicated that BPCS did contribute to its overarching objective of strengthening citizen participation in Iraq's democratic systems through its support of civil society.

In particular, BPCS activities led to citizen engagement (IR 1), increases in capacity of CSOs (IR 2), civil society impact on public policies (IR 3), and improvements in Iraq's enabling environment (IR 4). CSOs led citizen mobilizations as well as targeted government policies that emphasized key democratic values, including social cohesion, volunteerism, citizen rights and responsibilities, and empathy. Although the evaluation team can cite the mechanisms by which BPCS has contributed to citizen participation through its partner CSOs, it is beyond the scope of this evaluation to determine the extent to which Iraqi society at-large has been significantly transformed.⁴ However, strategies described below provide evidence that similar positive results might be expected from these approaches in the future.

A1. Findings for Question 1: Extent to which BPCS project achieved its overarching objective and expected results

CSO events created civic space for citizen engagement and social cohesion.

³ In order to conduct a reliable and valid analysis to respond to sub-Question 2, the evaluation team would have needed systematically collected program records documenting the level of organizational development support provided to each subawardee and a baseline OCI score for the non-OD subawardees in order to control for differing levels of organizational capacity at the outset of the subaward period. This documentation was not available and could not be reliably reconstructed in the evaluation period. Given the limited evaluability of determining whether there is a difference between subawardees that did or did not receive BPCS-provided OD support, USAID agreed with the evaluation team to provide general lessons learned that could be determined from the available information.

⁴ BPCS has conducted a series of population surveys to capture changes in public attitudes toward Iraqi civil society at-large.

CSO partners demonstrated their capacity to serve as conveners through multiple types of events along a continuum of intensity of citizen involvement. In evaluation focus group discussions, CSO partners described specific examples of organized events, ranging from passive citizen participation (such as CSO Fairs that created opportunities for citizens to learn more about civil society activities) to awareness raising events (such as film screenings on issues of domestic violence) to active involvement (such as roundtables with citizens and government officials to develop priorities for provincial budgets). Voter and civic education events directly linked citizens to taking an active role in the community. Television and radio talk shows targeted gave citizens a space to express their opinions on a variety of community issues as well as using the media to amplify their voices to decision makers.

BPCS-supported Hubs organized public events that served to increase public awareness of CSOs through social interaction and festivities. Although BPCS staff indicated that the Hub model in general did not sufficiently promote policy advocacy or provide the community-based resource center that was initially envisioned, it did increase CSO visibility, which served to build bridges between a skeptical Iraqi public and CSO staff.

Building on this experience, BPCS then granted 14 Sawa Center subawards (in 13 governorates) for activities to convene diverse groups to focus on pressing issues, such as Iraq's current humanitarian crisis. Evaluation data collectors observed three Sawa Center activities. One convened in the Qadassiya Provincial Council (PC) included concerned citizens, farmers, PC Members, the Governor's Office, the general directorate concerned with water and other CSOs to draft recommendations on issues related to drinking and agricultural water availability. Another convened government officials, CSOs, and citizens (including youth and ethnic/religious minorities) at the Sawa Center to discuss shadow committee efforts to amend the Kurdish Constitution related to the president's term of office; five television channels were also in attendance at this event. One CSO described a Sawa Center activity in Basrah that brought together internally displaced persons (IDPs) and the host community to better understand each other's needs, with the ultimate goal of promoting social cohesion. Of the citizens who participated in evaluation focus groups, 70 percent (30 of 54 citizens) said that they participated in a Sawa Center activity. Of those, well over half indicated that these activities created opportunities for them to discuss important community needs (66 percent), for government officials to listen to public concerns (89 percent), for government officials to provide important information (84 percent), and for non-governmental organizations to provide important information (61 percent).

Sawa Center Activities

"Sawa Centers for Community Action are places that different people and groups – community members, civil society, informal groups, government officials and businesses – can come together to engage on issues of civic and social importance. In particular, Sawa Centers are expected to help the community come together to respond to the humanitarian crisis and conflict affecting the country. The Sawa Centers will provide information services, technical assistance to civil society, and organize a range of activities every month."

-BPCS RFA for Sawa Centers (issued 12/14/2014)

Volunteerism with CSOs creates opportunities for citizen activation.

Interviewed CSOs and their beneficiaries described increases in volunteerism related to BPCS-supported activities. In focus group discussions, CSOs provided examples of community members volunteering both to support organizational operations and to participate in project activities. CSO staff members attributed an increase in the number of volunteers to their organizations to BPCS's volunteer management training (24 CSOs were trained on volunteer management, with four CSOs receiving such training focused on youth participation). One CSO worked with volunteer attorneys to provide legal advice to IDPs. Another trained youth as volunteer "peace ambassadors" to promote tolerance and nonviolence in their communities. Citizen volunteers who participated in the focus groups indicated that they volunteer an average of 29 hours monthly and that 70 percent (38 of 54 citizen focus group members) volunteer more now than they did last year. Younger volunteers identified the opportunity to develop new job skills and employment networking opportunities as a motivation to volunteer. Citizens, CSOs, and government officials pointed out that CSOs had organized teams of volunteers to participate in election monitoring, street cleaning campaigns, and humanitarian assistance (e.g., soliciting and delivering donated food and non-food items to IDPs).

Advocacy subawardees highlighted involvement of citizen volunteers in different aspects of implementation. Round 1 subawardees reported that volunteers collected information about basic services and collected signatures for petitions to government officials calling for improvements. Advocacy Round 2 subawardee Women for Peace proposed⁵ forming a team of women volunteers—including victims of domestic violence—to be a source of moral support and providers of legal information to other women and girls in areas where early marriages are common. Taawn Association for Consumer Protection proposed training youth volunteers to form advocacy committees to follow up with the Diyala Provincial Council on implementation and funding of the *Law on the Care of Persons with Disabilities and Special Needs* (Law 38, 2013). Evaluation data collected indicate that CSOs are leveraging volunteers for substantive contributions and a high level of citizen engagement.

CSO leadership on advocacy campaigns created channels for civil society to advocate for citizen priorities.

BPCS subawards programs and advocacy training supported CSOs' ability to involve citizens in engaging government officials. Citizen focus group participants tended to highlight the importance of advocacy on behalf of service needs at the local level (targeted in Advocacy Round 1 subawards), such as water supplies, sanitation, electricity, and IDPs' humanitarian needs. For example, the Assembly of Al-Inbithaq for Development & Economic Development (AIDED) persuaded the Wassit provincial government to improve critical public services by increasing budget allocations for basic services especially water and sanitation. CSO focus group participants highlighted these priorities but also larger policy issues such as opposition to marriage out of the courts, implementation of the Provincial Powers Law 21, and budget process transparency.

In implementing its subaward-support of CSO advocacy campaigns, BPCS had to address the lack of CSO and citizen experience with the tools and mechanisms of advocacy. This inexperience was apparent in the poor quality of proposed activities and strategies during the subaward solicitation process. BPCS provided advocacy training to CSO applicants to help improve the proposal objectives and approaches. After subawards were granted, ongoing training and coaching

⁵ Because the Round 2 and 3 subawards were still open and final reports had not yet been submitted during the evaluation period, the evaluation team cannot verify actual implementation of proposed use or number of volunteers in these examples.

emphasized different advocacy mechanisms such as community needs assessments, town hall meetings, roundtables between citizens and governments, and media outreach.

Subawardees were subsequently able to develop alternative policy solutions, mobilize broad-based support in the target communities, influence policy makers to adopt and implement policy reforms and best practices, hold officials accountable for results, and promote mechanisms and standards of effective governance with which democratic governments operate throughout the world. But although CSOs did succeed in involving influential PC members and Parliamentarians, religious and tribal leaders and other civil society actors, CSO focus group members indicated that much of that outreach is still through personal connections and familial relations with those in positions of power.

Advocacy campaigns' community assessment processes promoted closer connectivity between CSOs and citizens.

Successful advocacy campaigns require accurate understanding of community needs, involvement of stakeholders, formation of alliances, and resources. In the case of BPCS's advocacy subaward activities, all subawardees in all three rounds were trained and used the Community Assessment Research and Analysis tool to identify the priority needs of their target beneficiaries. Through the assessment process, CSOs not only enriched their understanding of the issues but also initiated the advocacy planning process. The assessment process also engaged citizens in deepening their own knowledge of the challenges they faced and presenting them with opportunities to become more involved with the CSOs' advocacy efforts.

CSOs developed a limited "watchdog" role that did not put them into direct confrontation with government officials.

All policy targets focused on issues that had existing broad public support, with ongoing efforts of the broader society devoted to many of them. None of the policy targets addressed corruption directly, and CSOs did not engage in adversarial tactics (such as public protest and marches, which are seen in other parts of the MENA region). This approach was consistent USAID's RFA, which recommended "building constructive relationships with the government around less controversial issues and easing into the tougher issues once government and CSO confidence is mutually built." However, CSOs did demonstrate their capacity to play a limited "watchdog" role. For example, transparency was a common theme, as evidenced in both subawardee and non-subawardee CSO efforts to engage citizens in the provincial budget process; opening of Provincial Council "closed-door" meetings to the public (Al-Noor Universal Foundation); publishing the KRG's Ministry of Labor and Social Affairs budget to determine adequacy of support for those in need in Sulaymaniyah (Kurdistan Economic Development Organization, Advocacy Round 3); monitoring effects of national policies (Advocacy Round 2); and promoting improved procurement practices and monitoring the quality and implementation of promised government service delivery (Advocacy Round 1). Additionally, election subawardees played a similar role; for example, the Smart Foundation for Media and Law Development established a center in Erbil for collecting information and reports on IKR election violations.

CSOs increased citizen and policy maker awareness through media outreach strategies.

BPCS activities led to concrete examples of meaningful and extensive use of media to cover not only CSO activities but also priority policy issues targeted in CSO advocacy campaigns. This accomplishment is important given the very low level starting point of CSO partners' capacity for

media strategic planning and media tools development, determined by BPCS's baseline capacity assessment. An additional challenge to reaching Iraqi citizens through media is the very limited availability of independent outlets. Iraqi media organizations and journalists typically expect CSOs and companies to pay for media coverage (i.e., "pay for play").

To address these challenges, Internews conducted a series of workshops in both multimedia techniques (e.g., Facebook pages, newsletters, videos, flyers, logos) and media outreach strategic planning. In addition to training, Internews conducted follow-up mentoring, roundtable discussions and partnering of 20 CSOs with 20 journalists to support application of these new skills.

Pre/Post testing indicated that the 103 CSO representatives (23 percent women) who participated in the multimedia workshop improved their knowledge by 63 percent, and 21 CSOs became active users of these strategies. The 20 CSO-journalist partnerships led to the most notable results: total news stories on the CSOs and their priority issues published in the four-month period were 404 with 321 in newspapers/online, 34 on television and 45 on radio. (See textbox, "News Coverage of IDP School Children," for an example of a partnership story and results of the coverage.)

In addition to Internews activities, media outreach was an important component of BPCS-supported advocacy and election subawardees. Subawardees used traditional media outlets (television, radio, and newspapers) and social media (Facebook, Twitter, and websites) both to publicize its activities to a broader audience and to raise public awareness of targeted policies and issues. Subawardees organized press conferences and invited journalists to roundtable discussions between citizens and government officials. Election subawardees also monitored the media coverage during elections to identify patterns of bias or misinformation.

Although not engaged as direct beneficiaries, BPCS did reach alternative civil society actors, which are an important component of Iraq's civil society.

Because the (Law 12 of 2010) restricts donor support of civil society organizations that are not formally registered with the government, BPCS's direct support through training and organizational development activities were limited to registered CSOs. However, BPCS did indirectly engage alternative civil society actors through the efforts of partner CSOs, especially the subawardees working on policy objectives in support of marginalized groups. Alternative civil society actors include many unregistered community based organizations, youth and women's groups, professional associations, and religious institutions through which much of Iraq's civil society traditionally organizes itself. Influential alternative civil society actors also include non-governmental or informal leaders, such as tribal or religious leaders. In February 2015, BPCS conducted an internal review of how support for alternative civil society actors might

News Coverage of IDP School Children

"Journalist Ayzer Jabbar saw that IDP children were being denied access to an education because they did not bring proper identification with them when they fled ISIS. He wrote an article outlining the situation, which caught the attention of the Ministry of Education. The minister brought the journalist to discuss the situation and to learn about the partner CSO that was tackling this issue. As a result the minister changed the rules to allow IDP children to attend school."

-Internews Final Report, March 30, 2015

be structured in order to better access and support target populations that do not typically affiliate with registered CSOs.

BPCS contributed to positive changes in perceptions of Iraqi CSOs.

Although the BPCS citizen opinion survey indicates that the Iraqi public continues to have a low opinion of CSOs in general, the majority of citizens participating in focus groups and government respondents who had direct interaction with BPCS CSO partners had positive impressions of CSO performance (10 of 12 government officials stating an opinion). Over 80 percent of the 52 responding citizens on the mini-survey agreed with positive statements regarding CSOs' knowledge, helpfulness, and understanding of community needs. Similarly, over 70 percent of these same respondents disagreed with negative statements stating that CSOs in their community were "corrupt" or "don't care about citizen needs."

Stakeholders point to high visibility CSO activities that are focused on citizen priorities as factors in shaping their perceptions, highlighting CSO-organized volunteer street cleaning campaigns and delivery of humanitarian assistance as particularly impressive. Six of the 16 interviewed government respondents mentioned that they rely on CSOs in their communities to help in understanding community priorities and convening public platforms for citizen engagement. Concrete evidence of this support includes PC Members and Governor's Office letters of support encouraging their offices to facilitate granting of required government permissions for CSO activities.

BPCS has also introduced declarations of cooperation in the form of Memorandums of Understanding that outline government, CSO and BPCS joint responsibilities. These MOUs have been signed in Muthanna and Qadassiya (see Annex 6: Signed Memorandum of Understanding – Muthanna with English Translation) and are under consideration in Baghdad. Similarly, the Basrah Provincial Council is currently considering a draft which would define government obligations to support and coordinate with CSOs. Such an official policy would have more durability than an MOU, which lacks the force of law and is predicated on the ongoing support of signatories.⁶

BPCS simplified the central government's CSO registration and reporting processes, but systematic inefficiencies and potential for political interference continue.

Through ICNL⁷ and its local partner, Iraqi Al-Amal Association, BPCS supported Iraq's NGO Directorate to make important modifications to its CSO registration process. BPCS consortium partners trained NGO Directorate Baghdad office staff and simplified the registration application from 12 forms to a single document. They also supported Baghdad's NGO Directorate to develop annual financial and narrative reporting forms to be completed by registered NGOs.

⁶ UNOPS has supported the development of a policy document to promote and support cooperation between NGOs and public authorities. The central government document is entitled the *Charter of Cooperation between Public Authorities and Non-Governmental Organizations*. Although BPCS did not participate in the creation of these, BPCS through ICNL and Iraqi Al-Amal contributed to the promotion of each via public forums and discussions between the government and CSOs. In 2013, the KRG's Parliament ratified a similar policy, entitled *Kurdistan Compact on Partnership and Development between Public Authorities and Non-Governmental Organizations in the Kurdistan Region of Iraq*. The regional Parliament has also adopted a *Compact Implementation Guide for Parliament*.

⁷ Throughout its 18-month period of implementation (June 2013 to December 2014), ICNL staff was not based in Iraq. ICNL representatives visited Iraq periodically to work with their local partners as well as with the NGO Directorate in Baghdad and to build relationships with the Council of Representatives' parliamentary Legal and CSO committees.

However, inefficiencies in the system remain. The NGO registration process is not automated and is centralized in Baghdad, requiring CSOs to travel to Baghdad to submit required documentation or rely on local NGO Directorate representatives in governorates to hand carry these documents on periodic visits to the Baghdad office. If any documentation is missing, the CSO or the provincial NGO Directorate staff member must make additional trips. Repeat journeys can greatly slow and complicate the registration process.

An additional requirement is certification from the local government verifying that the CSO has permission to open an office and documenting the location of the office. Stakeholders explained that obtaining certificates could be a very long and at times corrupt process. CSOs which have connections in the government or do not face political opposition can process their registration more quickly. There is also inconsistent implementation of NGO Law 12 (2010) annual reporting requirements on sources of income and programmatic activities. BPCS team members explained that the information required is still not clear to CSOs or to NGO Directorate staff, leading to inconsistent practices and a sense of undue government interference. Despite Law 12 limiting the registration process to one month, stakeholders explained that the process continues to take longer, even up to several months.

In general, both BPCS staff and CSO partners have ongoing concerns regarding the Iraqi government and political actors. According to the online survey, staff and CSO partners identified the legal and policy environment (64 percent, 87 out of 135 respondents) and political parties (60 percent, 81 of 135 respondents) as the top two and three obstacles facing civil society in Iraq.

Legal parameters for NGO income generating activities at the central level are on hold.

The central government's Law 12 (2010) defines broad categories of legal income sources for NGOs, including membership fees, donations, gifts, income-generating activities, sale of property, and tendered contracts with public authorities. Different from the *Law on Non-Governmental Organizations in the Iraqi Kurdistan Region* (Kurdistan Regional Government Law 1 of 2011), there are no provisions for central government grants to NGOs. BPCS, through ICNL and its partner Iraqi Al-Amal, developed a draft law providing for this option and submitted it to the Legal and CSO Committees of the Iraqi Council of Representatives (COR) for consideration at the end of 2013. However, BPCS respondents working on this issue do not anticipate further progress at this time because of budget constraints resulting from security-related and humanitarian response expenditures. Nonetheless, the broad language of the enabling legislation provides many opportunities for CSOs to conduct income-generating activities separate from government grantmaking. These are discussed further under Question 2 findings related to CSO sustainability.

BPCS initiated improved functioning of KRG's NGO Directorate. However, more support is needed to improve efficiency and transparency.

Respondent Concern on CSO Vulnerability in IKR

"[Government officials] may change different aspects of the existing law that may restrict the operations and funding of the CSOs. They may destroy everything what we have achieved. What helps them to do so is the current the situation with ISIS. They want to have more restrictions and control over CSOs and more money. We had this problem before 2011 that we were able to overcome. It will be terrible if this will be changed again."

BPCS through its consortium partner ICNL and ICNL's local partners Iraqi Al-Amal Association and 3H made important contributions to the functioning of the KRG's NGO Directorate. Support focused on facilitating the NGO Directorate's grantmaking to improve transparency of the process and monitor grant implementation. ICNL and its local partners supported the KRG's NGO Directorate in all aspects of the grantmaking process including development of CSO activity sector definitions, selection criteria, contracting forms for awardees, proposal application and budget forms, grant announcements, proposal application guide, and narrative and financial reporting forms. ICNL and partners organized public meetings with the KRG's NGO Directorate and over 100 CSOs throughout the IKR to elicit feedback on NGO registration and grant funding rules and procedures. The KRG Prime Minister formally approved these newly developed documents and procedures. Based on ICNL-supported procedures, the NGO Directorate announced its first round of grants in September 2013 according to mechanisms developed by INCL. The Directorate awarded 434 grants for up to \$80,000 each and maximum grant periods of eight months. The NGO Directorate announced a second round of grants in April 2014 and received more than 600 proposals. However, due to the financial and humanitarian crisis, these were never funded and the NGO Directorate grant fund has been frozen.

In further support of the grantmaking process, ICNL and 3H responded to the NGO Directorate's request to develop an Arabic and Kurdish monitoring and evaluation guide, which included field visit monitoring report forms, best practices, and a final report form. The guide has been published and widely distributed through BPCS Sawa Centers in Kurdistan. However, the guide is not formally institutionalized, which would require approval by the KRG's Council of Ministers. NGO Directorate staff needs training in conducting monitoring and evaluation (M&E) activities, and no evaluation of grantees has been undertaken to date. Therefore, there is very little accountability for these funds. ICNL, Iraqi Al-Amal Association, and 3H also facilitated the NGO Directorate's most recent strategic planning process.

BPCS stakeholders did raise several concerns regarding the general enabling environment for CSOs in the IKR.

- Ongoing “polarization” and “manipulation” by politicians who register NGOs to advance purely personal political agendas and to access grant funds.
- NGO Directorate annual reporting requirements are still unclear, and CSOs fear that finalized requirements could be a source of inappropriate government control once fully implemented.
- There is a lack of understanding of the role of civil society by government officials, including NGO Directorate staff and Parliament's CSO Committee members. (See textbox, “Respondent Concern on CSO Vulnerability in IKR.”)

Respondents described specific signs of vulnerability. For example, the NGO Directorate and CSO Committee in Parliament have indicated that NGOs should be re-registered every two years, thereby creating additional opportunities for government interference. This spring, the NGO Directorate attempted to initiate restrictions and re-registration requirements for international NGOs, sending a letter requiring submission of annual financial and narrative reports, program reports, and list of foreign staff. The letter also indicated that foreign staff could not have employment contracts for longer than the period of residential permission of three months. Five

local CSOs eventually persuaded the NGO Directorate to send a follow-up correspondence canceling the first letter and offering cooperation on NGO related issues.

A.2 Conclusions for Question 1: Extent to which BPCS Project achieved its overarching objective and expected results

BPCS partner CSOs are capable of mobilizing citizen engagement through multiple strategies likely to continue after project completion: CSOs used public events, election monitoring, media outreach, joint efforts with government officials, volunteer opportunities and advocacy campaigns to create opportunities for Iraqi citizens to participate in civic life consistent with democratic processes. With the benefit of practical experience and applied learning, low-resource strategies are likely to continue after the project ends.

BPCS advanced CSO leadership capacity to contribute to policy advocacy, but more development is required for sustained and controversial issues: CSOs successfully achieved milestones in the policy change processes. However, policy targets were well-established priorities that had broad public support at the outset. Focus on less controversial targets may well be reflective of Iraq's civil society's stage of development. In a mature and stable democracy, CSOs can provide an important oppositional role to hold government actors accountable. Under these circumstances, addressing controversial issues such as corruption or fraud are higher risk propositions. In Iraq, CSOs are relatively new entities and are not universally trusted by government or the public. This vulnerability will need to be thoughtfully addressed in order to prepare CSOs to address more oppositional targets (e.g., sectarian politics, corrupt government practices) and tactics (e.g., protest, media exposés).

Important advances in the enabling environment are still needed: Marked improvements were made in the attitudes of government officials through positive interactions with CSO partners. However, respondents continue to face opposition and suspicion from public and government officials based on local NGOs' lingering legacy from its initial development process and ongoing party politics. Ignorance, distrust, and personal gain amongst policymakers can undermine the free and productive functioning of an independent civil society. CSOs will need to continue to transparently demonstrate value to the public and government actors, and identify government counterparts to support legal protections to prevent the erosion of current gains.

At the central level, NGO registration processes are still inefficient and vulnerable to political manipulation: Although a systematic review of process times for registration was not conducted by the evaluation team, the current centralized system of system that depends upon paper-based verification documentation and remote NGO Directorate staff shuttling documentation from governorates to Baghdad points to a lengthy process. Also, the NGO Directorate's review of specific staff members employed by CSOs and details of activities can introduce politically motivated bureaucratic obstacles to the process of registration.

A.3 Recommendations for Question 1: Extent to which BPCS project achieved its overarching objective and expected results

Support CSO legitimacy through ongoing cooperation and platforms for inclusion.

As USAID continues to support programming in Iraq, it can continue to create opportunities for CSOs to be involved in all aspects of Iraq's development. CSOs are especially well-placed to partner with Government actors to provide mechanisms to interact with the public, assess and monitor services, engage youth in productive activities and leadership opportunities, and promote social cohesion. To avoid the mistakes of the past, USAID will need to focus on the careful selection of partners in order to verify their legitimacy and capacity. Selection should be based on verifiable track record of public benefit, transparency of funding and operations, commitment and governance abilities of leadership, and management and programmatic capacity for priority activities. Substantive CSO contributions should be well-publicized (whenever possible, genuine, and safe) to transform negative public perceptions.

USAID/GSP and Tarabot projects could advance Iraq's enabling environment through partnership with local actors focused on legislative action and monitoring of government policies impacting civil society.

An outcome of ICNL partnership with its two local partners is the improved operational capacity and institutional relationships of Iraqi Al-Amal and 3H, which are both actively engaged in tracking parliamentary and NGO Directorate actions that jeopardize advances in support of Iraqi civil society. In addition to monitoring the status quo, they are also credible partners in drafting and advocating on behalf of legislative amendments to the existing NGO laws (e.g., clarification of "public benefit status," tax relief benefits, changes related to revenue generation, limitations on identifying personal details of NGO members, limitations on disclosure of foreign staff and funding information required by NGO Directorate). These partners are also actively engaged in national and sub-national efforts to advance government responsibilities in its interactions with civil society. These efforts include the United Nations Office for Project Service's work related to sub-national policies in Basrah and in support of ratifying the central government document entitled the *Charter of Cooperation between Public Authorities and Non-Governmental Organizations* and continuing to implement *Kurdistan Compact on Partnership and Development between Public Authorities and Non-Governmental Organizations in the Kurdistan Region of Iraq*.

Support efficiency and transparency of NGO Directorate operations.

NGO Directorates at both the central government and KRG levels need additional support to better serve as not only an oversight agency but also a resource and advocate for Iraqi civil society. The USAID/Iraq Tarabot Administrative Reform Project should consider adding the NGO Directorates to their cooperating agencies, under the purview of the Government of Iraq's (GoI) Secretariat of the Council of Ministers. Priority activities would be:

- Automate registration and reporting processes, including use of e-governance to expedite procedures and reduce opportunities for corrupt practices.
- Train NGO Directorate key staff in government/citizen cooperation mechanisms with a focus on opportunities for CSO partnership to meet constituent needs and community dialogue forums.
- Facilitate annual planning and consultative processes with CSO stakeholders to identify gaps in administrative implementation. Specifically for the KRG NGO Directorate, USAID should support 3H to support implementation of the already developed strategic plan and to

facilitate approval by the KRG Council of Ministers of the NGO Directorate's guide to institutionalize M&E of its grantmaking.

B. QUESTION 2: Extent to which the project contributed to improving performance and organizational capacity of partner CSOs

In table format: (1) identify civil society organizations (CSOs) that receive only grants over the life of the project (non-OD CSOs), (2) identify CSOs that received only organizational development assistance (OD-only CSOs), and (3) identify CSOs that received organizational development assistance and grants over the life of the project (OD CSOs).

- **Of the CSOs that received grants (OD CSOs and non-OD CSOs), assess the whether the CSOs met the performance objectives of the grants. Compare those two groups and evaluate their relative effectiveness. For example, does the receipt of organizational development assistance predict for the meeting of grant objectives?**
- **How did the OD CSOs and OD-only CSOs perform vis-a-vis organizational assessment tools?**

BPCS supported 143 CSOs through its organizational development process, its subawards program and humanitarian assistance capacity training. (Please see Annex 3: *Q2 Table of CSOs by Type [OD Only, OD/Subaward, Subaward Only]*.) The organizational development process included joint capacity assessments, training, and one-on-one coaching. Although the vast majority of CSOs improved their capacity, CSOs still need additional support. Nine rounds of subawards supported projects countrywide. Subaward themes related to civic engagement in elections; advocacy for services, human rights and IDP support; collaboration amongst CSOs to promote social cohesion and provide humanitarian assistance; and providing programmatic and operational support to Sawa Centers for Community Action. Nearly all subawardees met their performance objectives or were on-track to complete the subaward successfully. But CSOs still have capacity gaps and many more CSOs did not have the opportunity to benefit from participation in BPCS. Local education and training providers are needed to ensure the availability of capacity building support in the future. Finally, CSOs will now need to prioritize strategies for self-sufficiency that do not rely on government or donor resources.

B.1 Findings for Question 2: Extent to which the project contributed to improving performance and organizational capacity of partner CSOs

BPCS supported 85 CSOs through organizational development (OD) activities.

BPCS initiated OD support for 89 CSO partners, conducting organizational capacity assessments, training and individual coaching. Coaches and OD CSO partner staff jointly conducted an Organizational Capacity Assessment (OCA) for each of the initial 89 CSOs. Based on the assessment, coaches helped CSOs to develop their 12-month Organizational Development Plans (ODP) and provided ongoing in-person or remote coaching on implementation of new skills and on-the-job experiential learning in new systems. Over the course of the year, four of those

participating in the initial assessment withdrew from the OD process,⁸ leaving 85 total CSO partners in the program. Thirty-four percent of these CSOs (29 of 85 OD CSOs) also received a subaward. Because five CSOs were unable to participate in the comparative OCA process in mid-2014 due to security issues that restricted travel, pre- and post-scores for the Organizational Capacity Index (OCI) were available for analysis for 80 of the 85 CSO partners. Of the 85, BPCS selected 26 CSO partners⁹ as “Stars” to continue with more coaching in leadership development and some additional training. CSOs came from all 18 governorates.

In order to apply new skills and processes CSOs received during the BPCS organizational development trainings, BPCS developed the in-house coaching capacity of 22 CSO officers across all consortium partners (five with Mercy Corps, four with Mercy Hands, seven with PAO and six with ACDI/VOCA). Coaches were to have at least monthly in-person or remote contact during the OD process period. In focus group discussions, CSOs had mixed reviews of the coaching model. In some cases, coaches provided helpful expertise in developing resources and tools. Other CSO comments in focus group discussions indicated that CSO subawardees described BPCS staff as less like mentors or partners and more like “monitors” policing their activities. The evaluation team did not examine coaches’ specific activities and results in sufficient detail to determine the effectiveness and additional benefits of this approach.

BPCS awarded 77 subawards to 51 CSOs to support election, advocacy, collaboration and Sawa Center activities.

BPCS conducted nine competitive subaward processes during a 27-month period between January 2013 (when the first RFP was issued) and March 2015 (when the last round of subawards was granted; see Table 1: Summary of BPCS Subaward Competitions). There were 77 subawards¹⁰ in total, with 24 focused on elections (civic education and election monitoring for PC, IKR, and COR elections), another 24 on advocacy (services, human rights policies, and accountability for IDP assistance), 15 on collaboration (social cohesion and humanitarian assistance) and 14 for Sawa Centers (activities and operational support). Subaward periods were relatively short, ranging from two months to one year. From the date RFP was issued to the granting of subawards, the process took anywhere from two to eight months to complete. Funded activities were conducted in all 18 governorates. Fifty-seven percent of the subawardees (29 of 51 subawardees) were also participants in BPCS’s organizational development process.

⁸ BPCS staff indicated that CSOs withdrew from the OD process for a variety of reasons, including competing priorities, reassessment of organizational priorities for staff time and resources, and realization that subawards were not automatically distributed to OD participants.

⁹ According to BPCS staff, BPCS initially selected 36 CSO partners for the “Stars” program but 10 decided not to participate. Staff explained that selection criteria were based on demonstrated level of commitment to full-participation in organizational development, strong prospects for organizational sustainability and high potential for ongoing benefit from BPCS support.

¹⁰ Two of the 10 original subawards in Advocacy Round 2 focused on human rights policy were cancelled due to local conditions that made implementation no longer feasible. Mercy Corps also conducted a competitive process for selecting four of the eight Marla Fund LNGOs. Analysis pertinent to BPCS’s Marla Fund activities is included in the section on Question 5.

Table 1: Summary of BPCS Subaward Competitions

Type of Subaward	DATES: RFP Issued & Subaward Granted	# of Sub- awards	Sub- award Amount Range (US\$)	Sub- award Period Range (months)	Project Activity Location (Governorates)
Elections – PC	January 2013 March 2013	12	\$14K- 25K	2-3	Babil (2), Baghdad (3), Basrah (2), Diyala, Salah ad Din (3), Wassit
Elections – IKR	June 2013 July 2013	3	\$25K- \$35K	2-3	Erbil, Dohuk, Sulaymaniyah
Elections – COR	Dec. 2013 February 2014	9	\$22K- \$50K	2.5	Babil, Diyala, Dohuk (2), Dhi Qar, Erbil (2), Kirkuk (2), Muthanna, Ninewa, Salah ad Din (2), Sulaymaniyah (2), Wassit
Advocacy – Services	June 2013 Nov. 2013	10	\$45K- \$77K	12	Babil, Basrah, Baghdad (2), Diyala, Kirkuk, Muthanna, Ninewa, Qadassiya, Wassit
Advocacy –Human Rights Policy	January 2014 June 2014	8*	\$65K- \$80K	8-12	Anbar (2), Baghdad (6), Basrah (2), Dhi Qar, Erbil, Dohuk, Diyala (3), Missan (2), Muthanna, Najaf (2), Salah Ad Din, Sulaymaniyah
Advocacy – Accountability & IDP Assistance	May 2014 Dec. 2014	4	\$55K- \$80K	8	Baghdad, Basrah, IKR (Erbil, Dohuk, Sulaymaniya), Wassit
Collaboration – Social Cohesion	August 2014 Nov. 2014	6	\$32K- \$50K	5-6	Babil, Baghdad (3), Basra, Erbil, Karbala, Kirkuk, Missan, Sulaymaniyah
Collaboration – Humanitarian Assistance	Dec. 2014 March 2015	9	\$45K- \$75K	5	Baghdad (2), Basrah, Erbil, Kirkuk (2), Muthanna, Qadissiya, Salah ad Din
Sawa Centers	Dec. 2014 February 2015	14	\$17K- \$32K	6	Babil, Baghdad, Basrah (2), Dohuk, Dhi Qar, Diyala, Erbil, Kirkuk, Missan, Muthanna, Najaf, Qadissiya, Sulyamaniya

*2 of the 10 originally approved subawards were not awarded due to security conditions that made implementation no longer feasible.

BPCS trained 145 CSOs and offered 47 different types of training.

BPCS provided training for both OD and subawardee CSO partners, providing a total of 145 different CSOs with at least one training. On average, CSOs participated in five trainings each,

with staff from 21 CSOs participating in 10 or more different trainings (see Annex 5: Table of CSOs with Number of Trainings).

The OD trainings focused primarily on the seven targeted areas on which the OCI is scored¹¹ and included 28 different topic areas. Training topics were selected based on a BPCS survey of CSO preferences, BPCS consortium partner assessments of needs, and the results of the Organizational Capacity Assessment (OCA) jointly conducted among CSO staff members and the corresponding BPCS coach. CSOs identified their training priorities in individualized Organizational Development Plans (ODPs). Although training participation was voluntary, attendance was expected as part of a CSO's commitment to the BPCS OD process. According to BPCS-provided data on training participation related to improving organizational capacity, the highest number of CSOs were trained in financial management (63 CSOs), followed by sustainability and alternative funding (57 CSOs), proposal writing (49 CSOs), CSO empowerment through media (offered by Internews; 43 CSOs), basic negotiation and conflict management (42 CSOs), and human resource management (40 CSOs; see Figure 2: Number of CSOs in Most Attended Organizational Development Training). CSOs in focus group discussions indicated that the trainings in financial management, human resource management, and volunteer management were the most valuable to improving their organizational capacity. Other ongoing training needs that CSOs identified were fundraising and sustainability planning, proposal writing, and monitoring and evaluation.

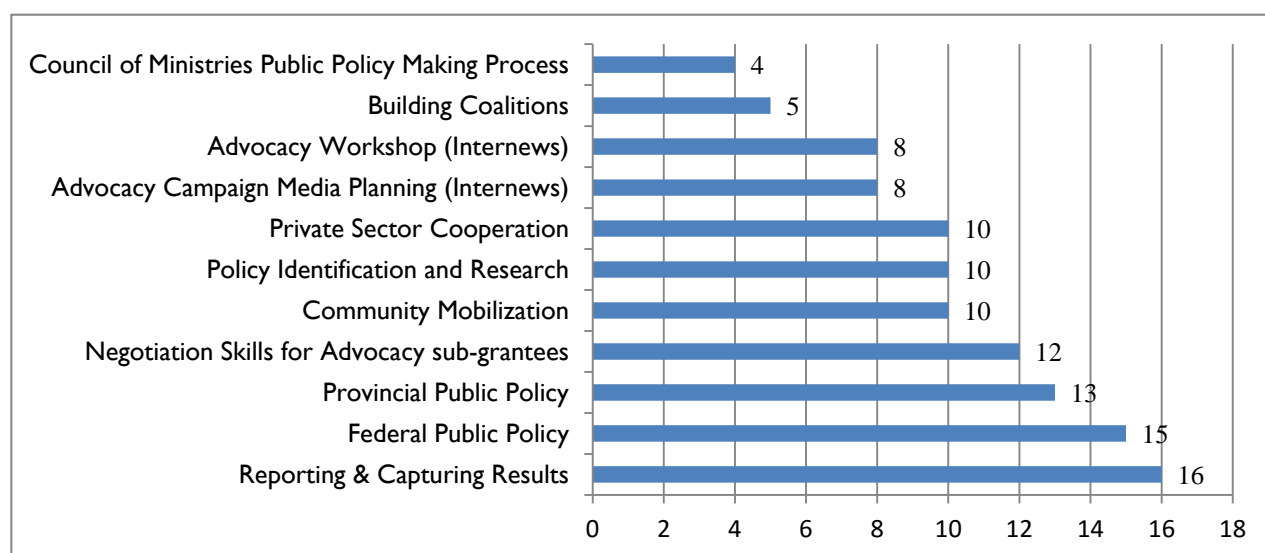
Figure 2: Number of CSOs in Most Attended Organizational Development Training
(*>20 CSOs attending*)



BPCS also offered trainings in 20 different topics specific to subaward applicants and awardees. (See Figure 3: Number of CSOs Trained in Subaward-Specific Training, by training topic.)

¹¹ The seven target areas for organizational capacity improvement on which the OCI scores were based were: governance, strategic management, leadership, human resource management, financial resources, external relations and information systems.

Figure 3: Number of CSOs Trained in Subaward-Specific Training, by training topic



In response to the mandate to prioritize humanitarian assistance in 2014, BPCS also trained 35 CSOs in humanitarian assistance capacity. Although staff categorized this activity as part of its Organizational Development activities, only one of the OD CSO partners participated in this training (Iraqi Al Firdaws Society, also known as IFS).

All but two subawardees met or are on track to meet performance objectives.

Of the 34 subawards that were completed and submitted final reports (24 election subawards and 10 Advocacy Round 1 subawards), the evaluation team determined that all but two met performance objectives based on a comparison of proposed activities and final reported results. Although Advocacy Round 2 and Advocacy Round 3 subawards were still in operation without having submitted final reports at the time of evaluation field data collection, the evaluation team was able to compare proposed activities with BPCS’s internal “grant tracker” tool of subawardee activities. Collaboration Round 1 subawards focused on social cohesion were also still open so the evaluation team interviewed BPCS staff to make a determination of progress on planned activities. Based on these comparisons, the evaluation team determined that all open subawardees were progressing as expected toward final performance objectives. Collaboration Round 2 subawards (focused on humanitarian assistance) had only been initiated for two months at the time of evaluation data collection, were not included in this analysis. It is important to note that the evaluation team did not conduct site visits to independently confirm reported outcomes. (See Annex 7: Summary of Subawards Analyzed for Question 2[a].)

Limitations on data and confounding factors prevented the evaluation team from a reliable outcome comparison of subawardees with and without organizational development support.

Several factors impeded the ability of evaluators to determine the extent to which OD support impacted successful subaward outcomes. First, there was no common baseline measure of subawardee organizational capacity. The subawardees that were also part of the OD process had OCI scores, but these scores were likely to have improved prior to several of the sub-award processes. There were no similar measures for non-OD subawardees and no other measures taken at subaward start-up. Secondly, because there is a minimum standard of organizational capacity

required to be deemed eligible for a subaward (e.g., adequate financial management systems), the marginal difference between subawardees with and without BPCS OD support could be expected to be small and perhaps insignificant. Third, a reliable comparison would have required careful documentation of all inputs to improved organizational capacity, including training, coaching, on-the-job mentoring, and other support activities. This level of detail was not maintained by BPCS staff, given that it was not necessary for responsible implementation of the program. Finally, there are multiple confounding factors that impact successful completion of subaward activities that are unrelated to the capacity of the implementing organization. Such factors include issues of security, changes in ease of mobility, shifts in priorities of stakeholders, funding shortfalls or gains, changes in key staff, or political transitions.

The two unsuccessful Advocacy Round 1 subawards illustrate how factors unrelated to capacity can impact results. The first subawardee was Veen Organization for Child Protection (VOCHP), which had worked to persuade the Ninewa Provincial Council to improve IDP water services in three districts. However, after the self-named Islamic State (ISIS, also referred to as ISIL and Daesh) seized VOCHP's headquarters, Mercy Corps suspended the subaward due to severe security concerns. The second subawardee was Ajial Association for Intelligence and Creation Development (AAICD) from Diyala. According to investigations made by BPCS staff, they determined that the targeted water project was not feasible due to political manipulations resulting in a lack of a water source required for implementation.

Despite the inability of evaluators to reliably determine differences in terms of OD impact on subaward results, CSOs felt it made a positive difference. Organizational development was the second most frequent response by CSOs in the online survey, which asked for the most important types of support provided by BPCS to improve CSO ability to advocate on behalf of their communities (44 percent, 33 of 78 responding CSOs). The only more highly ranked form of support was Advocacy Training (45 percent, 35 of 78 responding CSOs). When asked what supports were the most important to improve CSO support for citizen participation in democratic processes, organizational development was the first most frequent selection (40 percent, 30 of 75 responding CSOs).

CSO partners that only received OD support stated that subawards as a component of the capacity building process would have better enabled them to apply new knowledge and skills.

Although appreciative of the organizational development support, OD-only CSO partners stated that BPCS should have provided subawards as part of the OD process. CSOs raised this recommendation in focus group discussions. The sentiment was so strong in two separate focus groups that CSOs that had and had not received subawards engaged in heated exchanges on the topic. During focus group discussions, OD-only CSOs that had applied for a subaward described a great deal of confusion regarding the process (see Question 5 on implementation challenges and lessons learned). Although BPCS consortium staff confirmed that OD CSO partners were informed on multiple occasions that the OD and subaward processes were completely separate activities, many OD-only CSOs participating in the focus group discussions were confused about that distinction or thought it unfair. Unfortunately, the subaward process did introduce a component of unproductive competition between the CSOs. The fact that some CSOs had received multiple subawards when other BPCS CSO partners had not received any was highlighted as

evidence of inequity and favoritism. In fact, one-third (17 of 51 subawardees) had received more than one subaward, with seven subawardees receiving three or four awards.

Although maintaining a boundary between the OD and subaward process was expressed BPCS policy, nearly all BPCS consortium staff (75 percent, 39 of 52 staff members) and CSO respondents (88 percent, 70 of 80 responding CSOs) indicated that receiving a subaward and organizational development support were equally important in terms of meeting activity goals. Both those that did and did not receive subawards explained in focus group discussions that funding support deepens the capacity building experience by creating opportunities to practice new skills and processes, including project planning, volunteer and staff management, community and media outreach, information system management, monitoring and evaluation, donor relations, and leadership.

Ninety percent of OD CSOs improved their organization capacity according to pre and post-OCI scores.

Nearly all OD CSO partners increased their OCI scores following the 12-month organizational development process (90 percent, 72 of 80 OD CSOs that had pre- and post-OCI scores). The average increase was 21 points, representing an average of 24 percent increase over pre-OCI scores. The largest overall percent increase was in human resource management (57 percent) but this was also the area with one of the lowest pre-OCI scores (49 percent), indicating the largest margin for improvement. The smallest increases were for leadership (increase of 12 percent, with a starting pre-OCI score of 84 percent) and external relations (increase of 13 percent, starting at 72 percent). The eight CSOs with an overall decline in post-OCI scores only dropped by less than 10 points (7 percent of the total 136 point possible). The evaluation team did not independently verify the scores, which were determined in a joint exercise between CSO staff and their BPCS coach. However, given that exposure bias would indicate that CSOs would be more aware of organizational deficits at the conclusion of the OD process, CSO self-assessments are likely to be conservative. In fact one BPCS staff members stated, “The biggest achievement of the OD program is that most CSOs now know what they are lacking.” Furthermore, the online survey showed that fewer than half of BPCS staff (43 percent, 23 of 54 responding staff) and CSO partners (35 percent, 28 out of 81 responding CSOs) identified lack of organizational capacity as a significant obstacle facing Iraqi civil society.

Lack of financial support is the largest threat to CSO sustainability.

Financial instability poses the greatest threat to BPCS’s CSO partners in continuing to play an active role in Iraq’s civil society. According to responses to the online survey, both BPCS staff (76 percent, 41 of 54 responding staff) and CSO partners (84 percent, 68 of 81 responding CSOs) most frequently identified the lack of financial resources in response to the question, “*What are the most significant obstacles currently facing Iraq’s civil society?*” International donors are reducing their investments in Iraq. The Iraqi government budget has been in crisis in the aftermath of the 2014 drop in oil prices and the ongoing increase in expenditures allocated to fighting security threats and meeting the humanitarian assistance needs of conflict affected communities. And the KRG NGO Directorate’s grant fund is currently frozen due to similar budget constraints. Although NGO Law 12 (2010) provides for CSOs to bid on government contracts, government regulations have not clearly defined either this procurement practice or the tax incentives for donations and creating social enterprises. CSO partners do not tend to charge membership dues. There is no personal income tax incentive for individual donations, and Iraqis tend to give to established religious

institutions instead. The private sector remains an untapped resource, with CSO engagement limited to obtaining donated event space or sponsorship of expenses related to CSO fairs and other festivities in exchange for product promotion and posting logos. One BPCS staff respondent explained that sustainability workshops promoted seeking financial and material support from local businesses but CSOs, did not explain incentives and motivations for companies to offer support.

However, anecdotal information raised in CSO focus group discussions indicates that some CSOs are able to support their work through various income generating activities. Examples of these include: women-only gym memberships, coffee shops, fees-for-service such as training and clinics, facility rental, patronage by wealthy Iraqi families, and product sales. One CSO partner actually has an endowment that it uses for microfinance activities, using the lending fees to support other organizational activities and operational costs.

BPCS has offered several trainings focused on sustainability topics. Among these are marketing and fundraising (nine CSOs and 15 Hubs trained) and sustainability and alternative funding (57 CSOs trained). Additionally, BPCS includes sustainability of activities as part of all subaward close-out workshops. At the time of the evaluation field data collection, BPCS staff indicated CSO sustainability would be a priority activity in the final months of the project.

B.2 Conclusions for Question 2: Extent to which the project contributed to improving performance and organizational capacity of partner CSOs

Iraqi CSOs have ongoing capacity development needs.

CSO partners validated that training remains a valuable approach to organizational development when it addresses a specific need, at the right level, and is conveniently located and affordable. BPCS CSO partners have ongoing training needs to deepen the skills of already trained staff as well as to develop the skills of new staff.

Further, BPCS focused on support for 85 CSOs – but there are over 2,000 CSOs registered with the NGO Directorate in Baghdad who were not BPCS participants. CSOs that were not BPCS participants are likely to benefit as well from the same high-priority training topics (financial management, human resource management, and volunteer management) and identified gaps (fundraising and sustainability planning, proposal writing, and monitoring and evaluation) as the BPCS CSO partners mentioned to the evaluation team. This pool of potential trainees would indicate a sizable market that could attract locally based education and training providers, such as for-profit trainers, universities, vocational institutes, or professional associations. Many of the core competencies are similar to the skills required of for-profit enterprises, which further expands the potential market. However, it is not clear that the supply side of the training industry is aware of this potential. Some of these skills require career-track preparation that goes beyond a workshop format, such as accounting or ITC system programming, technical expertise (e.g., law or therapy) or entrepreneurship. Therefore, CSOs will not always be able to “grow” the staff they need but should be able to attract personnel with these specialized skills, as employees or as skilled volunteers.

Subaward mechanisms can serve to both advance organizational capacity and meet overall programmatic goals.

Mercy Corps had a valid rationale for running its OD and subaward programs separately; however, designing a combined approach could be more effective in the Iraq context. As asserted by CSOs and BPCS staff alike, subawards create opportunities for “practicing” new skills and processes.

Developing reliable and nonpartisan revenue sources is essential to sustainability and independence of Iraq’s civil society.

BPCS CSOs will need to prioritize the development of self-sufficiency plans to continue building their capacity and performing vital functions after BPCS support concludes. Because many potential revenue sources are not yet well developed in Iraq, CSOs will need to adopt an entrepreneurial approach to identifying potential income. Solutions should also include creative cost-saving measures, such as use of volunteers for operations (and not just programming), sharing resources across organizations, peer-to-peer learning exchanges, or increased coordination to reduce duplication of efforts. Ideally, CSOs will identify strategies that will not lead to a dependency on any one individual or group that could then compromise their integrity or commitment to the organizational mission or values.

B.3 Recommendations for Question 2: Extent to which the project contributed to improving performance and organizational capacity of partner CSOs

BPCS should ensure educational resources are localized and institutionalized prior to close-out.

In the final months of implementation, BPCS’s OD team along with CSO partners should review all training materials to identify the most useful. The materials should be localized in terms of incorporating illustrative learning examples from the Iraqi context and be translated into Arabic and Kurdish. Presented systems and procedures should be expertly streamlined and simplified with step-by-step tutorials for implementation. Accessibility strategies should include modular instructional videos and webinars in local languages with instructional graphics. All presentations, templates and reference documents can be saved on CDs or online. An Iraqi education and training partner with national reach and local credibility within civil society should be identified as the legacy organization. This could be one or both of BPCS’s local consortium partners, a CSO partner, university or other education provider, or a national organization, such as the NGO Coordinating Committee of Iraq (NCCI).

Future USAID civil society capacity building efforts should disaggregate subaward efforts according to strategic objectives

In efforts to build CSO capacity, a pool of subawards could be reserved for smaller-scale experiential learning instead of a few large subawards focused on ambitious policy changes. To prevent the emergence of an entitlement mind set, subawards could be used as incentives with clearly defined performance benchmarks related to stages in organizational capacity development as prerequisites. A separate subaward pool could also be maintained in order to achieve programmatic objectives, such as election monitoring, or drafting and advocacy for legislation that would improve the enabling environment for Iraq’s CSOs, or researching ways to address widespread public needs. In both cases, transparent communication with appropriately targeted subaward applicants will be necessary to minimize misunderstanding of eligibility requirements and fund objectives. Subawards can also be used to “contract” with CSOs to perform vital programmatic services, such as event planning, strategic communications, or opinion surveys.

BPCS should continue its focus on CSO sustainability planning prior to close-out.

In the final months of implementation, BPCS needs to consolidate its efforts by focusing on supporting its CSO partners to become self-sufficient. A two tiered approach would first cast a broad net to open general informational sessions to any all CSOs that have had any prior involvement with BPCS. This inclusive effort creates space for interested parties to not only receive useful resources but also to provide an opportunity for positive closure, celebration, and collecting of lessons learned from these participants. The second tier is a targeted intervention focused on the CSOs that would not only benefit from support but also be well-positioned to provide priority service back to their constituencies or to their peer organizations. These workshop sessions can be more intensive, personalized, and focused.

Additionally, USAID should encourage a donor partner dedicated to continuing support for Iraq's civil society to conduct a specialized market research study. This study would determine the feasibility of innovative funding strategies specific to civil society's current stage of development and its enabling environment. It would also forecast future opportunities emerging in the near future. It should take into account geographic variation in terms of rural and urban divides as well as different political contexts. This study should be commissioned by the end of 2015 and then disseminated nationally with workshops in each governorate to share results and offer training on how to apply recommended strategies. Iraq has the local data collection capacity to conduct market studies, although adding an expert on CSO sustainability to design research parameters would be important.

Finally, USAID/GSP should work with its subnational partners to ensure CSOs are able to bid on government contracts, as allowed by paragraph 2 of Article 14, Chapter Four of NGO Law 12 (2010) as well as Provincial Powers Law (PPL) 21. Local authorizing legislation as well as implementing regulations might be needed to establish mechanisms. Joint procurement training of government officials as well as all potential bidders (including CSOs) would support transparency and clarity of procedures.

C. QUESTION 3: Extent to which project identified and seized windows of opportunity with regard to elections and the humanitarian crisis to advance project objectives and extent to which project assistance equipped Iraqi civil society to respond to these events

In response to evolving conditions in Iraq prior to and during BPCS implementation, USAID discussed options for Mercy Corps to develop appropriate programmatic responses to integrate these USAID priorities into BPCS's work plan. Shortly after start-up, USAID encouraged Mercy Corps to include election monitoring activities beyond BPCS's planned civic engagement activities. Additionally, with the intensification of violence mid-June 2014 resulting from ISIS attacks, USAID suggested that Mercy Corps refine its activities to meaningfully address the growing humanitarian crisis. In both cases, BPCS was able to effectively and flexibly respond to evolving contextual factors. The respective approaches adhered to BPCS's underlying goal of citizen engagement in democratic processes. Not surprisingly, however, other aspects of programming and operations were reduced or neglected.

C.1 Findings for Question 3: Extent to which project identified and seized windows of opportunity with regard to elections and the humanitarian crisis to advance project objectives and extent to which project assistance equipped Iraqi civil society to respond to these events

Mercy Corps modified its election subaward process to respond to USAID directives.

In addition to civic education and voter participation activities, Mercy Corps added election monitoring to its subaward objectives in its first round of election subawards (announced in January 2013). With the Provincial Council elections scheduled for April 2013,¹² BPCS quickly modified its work plan and subaward selection process to accommodate this new focus. Within the first two quarters of project start-up, BPCS funded the mobilization and training of hundreds of citizens to monitor election day polling stations, media coverage and Parallel Vote Tabulation.¹³

Additionally, through subawardee-organized press conferences, the media gave high visibility to the accuracy of subawardees' PVT results (i.e., within 3 percent of the final actual vote counts). BPCS staff asserted that this public recognition reinforced the credibility and value of the CSO role in free and fair electoral processes. This positive perception is in marked contrast to the Iraqi public's historical view of CSOs as simply adjuncts to political parties or powerful politicians. Despite the brief planning horizon, demanding start-up requirements, and the consortium members' lack of prior experience with election monitoring, subawardee final reports stated BPCS-supported election monitoring activities made an important contribution to engaging citizens in the election process and increasing the role of civil society in oversight and monitoring of electoral processes.

The second round of election subawards were rolled out in June 2013 in preparation for the Iraqi Kurdistan legislative elections in September 2013; a third round was announced in December 2013 for the Council of Representative elections held in April 2014, both with similar results. BPCS subawardees also met the original objectives to support voter education efforts through training, media talk shows, and public events focused on democratic principles, free elections, electoral processes, and the responsibilities of elected officials. In total, 25 CSOs were funded (12 for Round 1 PC elections, three Round 2 subawardees focused on the KRG elections, and nine in Round 3 for Iraqi parliamentary elections).

Mercy Corps responded to the humanitarian crisis through targeted training and modifications of collaboration subawards.

Given the scale and intensity of devastating impacts felt in homes across Iraq, BPCS staff (most of whom are Iraqis) and CSO partners willingly took up USAID's call to prioritize a response to the crisis. In the focus group discussions, CSOs and citizen beneficiaries highlighted their contributions related to the humanitarian crisis as one of their most important achievements. BPCS

¹² In April 2013, Provincial Council elections did not take place in the three governorates forming the Iraqi Kurdistan Region or Kirkuk. Due to ongoing instability and political maneuvering, Provincial Council elections for Anbar and Ninewa were delayed until June 2013.

¹³ Parallel Vote Tabulation (PVT) is an election observation methodology used for independent verification of election results. It involves observation of the voting and counting of ballots at the polling stations, collection of official polling station results and independent tabulation of these results, parallel to the election authorities.

staff explained that government actors were also focused on the crisis, making government engagement and investment on other issues more difficult. Referred to by staff in stakeholder interviews as “The Pivot,” BPCS responded to USAID’s guidance with specialized training of 35 CSOs in humanitarian assistance, with promotion of media stories focused on related issues (e.g., lack of adequate shelter, lack of proper identity papers) through Internews’ 20 CSO-journalist partnerships, and with modifications of subaward objectives for the remaining subaward cycles.

The first round request for proposals (RFP) on collaboration called for proposals to promote citizen engagement, civic action, volunteerism, and civil society generally but did not require a specific focus on the security context. Although not mandated, proposed activities submitted in August 2014 reflected the changing context and applicants’ own priorities to meet the needs of their home communities. In the case of BPCS’s Advocacy Round 3 subawards, USAID’s guidance had a significant impact on the process. By August, BPCS had submitted six proposed subawardees to USAID for approval. Per plan, these subawards were to promote transparency and accountability (i.e. anti-corruption). However, USAID provided feedback that the subaward objectives should focus on humanitarian responses, which resulted in two proposals being withdrawn and the remaining four revised to focus the result of improved transparency and accountability on improving access to services by conflict-affected populations. According to one BPCS staff respondent, it was a “painful process actually – both for the team and the CSOs involved.” By the time BPCS called for Collaboration 2 proposals in December 2014, “The Pivot” was complete, and objectives were specifically designed to address the humanitarian crisis.

CSO partners’ responses to the humanitarian crisis created opportunities for increased volunteerism and focus on social cohesion.

Because BPCS staff – as well as its CSO partners – were not experienced, resourced, or well-equipped for large-scale direct humanitarian relief activities, their activities focused primarily on mitigating the effects of massive displacement, sectarian rifts, identity politics, and revenge cycles. CSO focus group participants described increasing engagement with citizen volunteers. One CSO organized campaigns to collect and distribute donated items to families in need, primarily IDPs, in the community. In support of social cohesion, Sawa Center in Basrah convened a meeting between IDPs and host communities to increase mutual understanding of needs. A Baghdad-based CSO worked with women volunteers to deliver food baskets to IDP women during Ramadan. Another CSO developed a project in which volunteer lawyers provided legal clinics in IDP camps.

USAID directives required significant reorganization of staff, work plan and priorities with unintended consequences on BPCS support for CSO development and consortium management.

Although the addition of election monitoring promoted BPCS’s overall objective of citizen engagement, it also disrupted other operational priorities. Provincial Council elections were scheduled for April 2013; this meant that within four months of start-up, Mercy Corps had to develop an approach to election monitoring – which was a specialized activity unfamiliar to any of the consortium partners – and its first round of subawardee selection. Mercy Corps circulated the election round 1 RFP by the end of January 2013. Proposals were due less than three weeks later; review, selection, award, and project start date followed in rapid succession in order to initiate activities prior to election day. At the same time, Mercy Corps was in full start-up mode leading a complicated consortium of international and local organizations. The effort was so intensive that

BPCS staff described reshuffling duties to focus on the elections without having adequate staff to pick up their prior responsibilities. Additionally, the BPCS Chief of Party (COP) was also Mercy Corps' Country Director and therefore responsible for managing multiple projects and donor relations. The disruption during the first three quarters may explain the ongoing challenges of consortium coordination, as discussed further in response to Question 5 on implementation challenges.

Whereas the election-related activities were directly linked to BPCS's goals of supporting Iraq's democratic development, the focus on humanitarian assistance is less related. To meet USAID's prioritized humanitarian outcomes, other planned activities were not implemented. Ongoing organizational development of CSO partners was greatly reduced after the post-assessment was completed in mid-2014, continuing with only 26 "Star" CSOs. This was the case despite ongoing gaps in organizational capacity, especially in terms of planning for long-term sustainability, highlighted by CSO focus group respondents. Intended subaward-supported activities that would have promoted CSO collaboration, civic education, and other policy advocacy priorities were no longer approved activities. As a result, momentum to build a robust civil society able to respond to multiple community needs was diverted into meeting the immediate, short-term needs of the humanitarian crisis.

C.2 Conclusions for Question 3: Extent to which project identified and seized windows of opportunity with regard to elections and the humanitarian crisis to advance project objectives and extent to which project assistance equipped Iraqi civil society to respond to these events

BPCS demonstrated flexibility, creativity and responsiveness to emergent conditions while maintaining a focus on overarching objective of citizen engagement through the civil society sector.

BPCS worked under very limited timeframes and without additional staffing to respond to USAID guidance to involve CSO subawardees in election monitoring and humanitarian assistance. Election-focused activities were aligned with citizen engagement in Iraqi democratic processes. Humanitarian assistance was only tangentially related to democratic processes but did provide opportunities for citizen volunteerism and increased the visibility of CSOs as making valued contributions to the community. Operational and programmatic tradeoffs were slowed project start-up; reduced coordination amongst consortium partners; reduced resources allocated to expanding organizational development opportunities to additional CSO partners; challenges in maintaining ongoing support for existing CSO partners; and subawards less focused on civil society's role to support accountability and transparency.

CSO engagement in elections presents a high-risk / high-reward proposition in the Iraq context.

Given public suspicion of CSOs, positioning BPCS's subawardees visibly at the center of the electoral process risked reinforcing public perceptions that they are extensions of political parties and candidates. Even in sophisticated democracies, there are subtle distinctions between promoting electoral participation and campaigning. However, in all three elections there was no detected blowback. Instead, subawardees and the trained participants provided a large-scale opportunity for citizen activation as well as a vital service that added credibility to the electoral process and augmented the status of civil society on a national level.

Although provision of humanitarian assistance was beyond BPCS's scope and resource capacity, Iraqi CSOs demonstrated alternative responses that contribute to long term resiliency.

Humanitarian assistance requires complex systems for procurement, distribution and, monitoring; these were beyond the scope of BPCS's intended objectives or technical expertise and structure. However, BPCS CSO partners and subawardees made meaningful contributions to social cohesion, promoted messages of tolerance, expressed compassion for those in need, organized volunteers for personalized contributions, and opened space for unarmed expressions of solidarity and leadership. The visibility of these responses served to reinforce the status of CSOs as community-based resources and civic leaders.

C.3 Recommendations for Question 3: Extent to which project identified and seized windows of opportunity with regard to elections and the humanitarian crisis and extent to which project equipped Iraqi civil society to respond to these events

Expand CSO involvement in elections to include spectrum of election cycle activities.

BPCS CSO partners and subawardees have cultivated skills that can support their positive contribution to include pre- and post-electoral activities that support free and fair elections. For a larger scale response in the future, the BPCS subawardees should be supported to develop local capacity for designing and implementing election monitoring across the whole country. Such an undertaking will require years of preparation, so it is not premature to prepare civil society now to play a larger role in the future. CSO capacity has already been demonstrated in key areas, including assessing community needs, monitoring implementation of services, developing media and advocacy campaigns, and convening town hall meetings. Building on these, CSOs could register voters, facilitate productive debates on key electoral issues of national and local importance, encourage non-traditional candidates to run for office, monitor campaign intimidation, conduct exit polling, and hold elected officials accountable. With USAID's long-standing support for Iraqi elections – including work with the International Foundation for Electoral Services and UN Assistance Mission to Iraq's Electoral Assistance Team – USAID would be able to facilitate introductions between these key actors and appropriate BPCS CSO partners.

Develop local capacity to provide ongoing training in skills and processes required for rapid mobilizations in response to current crisis and to prepare for service and leadership in post-conflict period.

Although most Iraqi CSOs are not equipped for large-scale humanitarian relief efforts, CSOs do have a competitive advantage for performing other key functions during times of crisis. To support community-based resiliency, Iraq needs to continue strengthening an active, legitimate, and cross-sectarian civil society with trusted leadership able to reach out to diverse factions. Although armed threats often attract a militarized response, it is especially crucial that the progress gained through BPCS does not atrophy, thereby losing an effective civilian response. During the current period, CSOs should be supported to perform rapid assessments, volunteer recruitment and coordination, reliable information dissemination, donation drives, and conflict resolution activities. CSOs need Iraq-based training to deepen existing skills and reach out to new civil society partners. Key skill sets relevant to the present circumstances are: trauma healing, negotiation and conflict resolution, team management, resource allocation, early warning systems, and technologies to support these activities. Training in procurement processes will also support their ability to respond to bid on

and manage government contracts for performance of any of these vital services. A strong and credible civil society will be essential for post-conflict activities for rebuilding, reintegration of combatants, mitigating (if not preventing) revenge cycles, and healing. If armed actors are the only visible heroic and “liberating” leaders, these same actors will be the most likely claimants to political power (and the associated resources) in the aftermath of war.

Therefore, in the final months of implementation, BPCS should look to institutionalize training capacity both in general operational and leadership areas that have been the focus of much of its prior work with CSO partners, but also in these specialized skills. These skills will enable CSOs to be relevant and effective in the current period and prepare them for the next phase. In the words of Iraqi Prime Minister Haider Al-Abadi, “We must not only win the war, but win the peace. Our goal is not only to liberate but also to restore a level of civilization worthy of all our people.”¹⁴

Integrate CSO involvement in Iraq’s decentralization and provincial budget planning to support efficacy of subnational actors and citizen engagement in key democratic processes.

In response to other “windows of opportunity,” BPCS CSO partners have demonstrated capacities that make them potentially valuable partners for government actors in the decentralization and provincial planning processes. Of particular urgency is implementation of transitions in responsibilities called for in amendments to Article 45 of the PPL 21 of 2008.¹⁵ Amendments increase the power, authority, and responsibilities of Provincial Councils and Governors, specifically in terms of service delivery. USAID/Iraq’s Governance Strengthening Project (GSP) is focused on preparing subnational actors to take on the devolved authorities of key central ministries and effectively respond to community needs. GSP – which is already actively promoting public participation process – should consult with BPCS staff to identify appropriate CSOs to partner with government as potential providers of essential services (e.g., competing in contract procurement and bidding processes), sources of technical expertise, facilitators of community assessments, and conveners of citizen consultative processes. Further, CSOs can be effective conduits of public information to support governance transparency efforts as difficult decisions on pressing priorities are made by local policy makers. CSOs have already proven themselves to be facilitators of public input to the provincial budget and Project Priority List planning processes, with several BPCS subawardees focused specifically on these areas. Again, GPS should seek guidance from BPCS about the strongest CSO partners to support citizen participation in budget planning.

CSOs who have made substantive contributions to address the humanitarian crisis should leverage any increase in credibility to advance community and government support.

BPCS CSO partners need to take responsibility for leveraging improvements in their relationships and status within their communities to promote self-sufficiency strategies beyond the BPCS period. Public information campaigns that highlight their legitimate, meaningful, and concrete contributions and about the role of civil society in general could further build their image and

¹⁴ Matt Schehl (Medill News Service), *Iraqi official: Decentralization key to nation's survival*. Military Times. (April 16, 2015). Downloaded July 23, 2015. <http://www.militarytimes.com/story/military/2015/04/16/iraq-decentralization/25899915/>

¹⁵ Also known as the *Law of Governorates not incorporated into a Region or PPL*, Law 21 (2008); it is enacting legislation responding to the Provincial Powers Act. Amendments to Article 45 that were passed in 2013 specify specific arenas for decentralization, including governorate legislative and executive control over local implementation of services related to municipalities, housing, employment and social issues, education, health, agriculture, finance, and sports. The role of the central government’s ministries will be limited to “general planning” only. If the transfer is not complete within two years, the transfer will nonetheless be considered a legal fact.

strengthen their reputations. Reputational strength should also be leveraged to build partnerships with key stakeholders and influential leaders for future partnerships, to advance policy priorities, and to garner financial support.

D. QUESTION 4: Extent to which BPCS partners assisted civilian victims of conflict through the Marla Fund

BPCS contracted with eight Iraqi CSOs to implement the Marla Fund, supporting 420 individual and 39 community projects in 14 governorates.¹⁶ CSOs managed the identification of potential projects, developed project business plans, submitted verification documents of beneficiaries' qualifications for funding to Mercy Corps (and ACIDI/VOCA, prior to its departure in December 2014) for project approval, provided small business development training to selected individuals and conducted follow-up visits to monitor the projects. Mercy Corps managed final approval of recommended projects and all procurement. Beneficiaries of projects visited under the evaluation were very appreciative of the support, although they recommended distribution of additional financing and different procurement practices, as described below. With BPCS support, Marla Fund CSOs also provided non-financial supports to individual beneficiaries and self-organized to advocate on behalf of war victims to receive ongoing support from the Iraqi government.

D.1 Findings for Question 4: Extent to which BPCS partners assisted civilian victims of conflict through the Marla Fund

BPCS served both individuals and communities impacted by war.

Through its eight sub-subawardee CSOs, BPCS provided material support valued at approximately \$10,000 per project to 420 individuals and their families in 14 governorates to help in their economic recovery from losses of war. In urban and peri-urban areas, Marla Fund supported small business development, with about a third starting or expanding mini-marts or grocery stores (32 percent or 132 of 420 individual projects). Recognizing that many beneficiaries had limited prior experience running a business, CSOs were required to also provide training in business management skills to improve the likelihood of success. Individuals living in rural areas that lacked a commercial base were provided with livestock, similarly valued at about \$10,000. Of the 24 individual projects visited, 19 (79 percent) were in operation.¹⁷ In order to provide vital services to a much larger number of war victims than is feasible with individual projects, BPCS also implemented community projects. Twenty-two of these 39 of the community projects (56 percent) provided health services, such as medical or physical therapy equipment or prosthetics. Other community projects included construction of athletic fields and schools. (For a

Marla Fund CSO Staff's Testimony

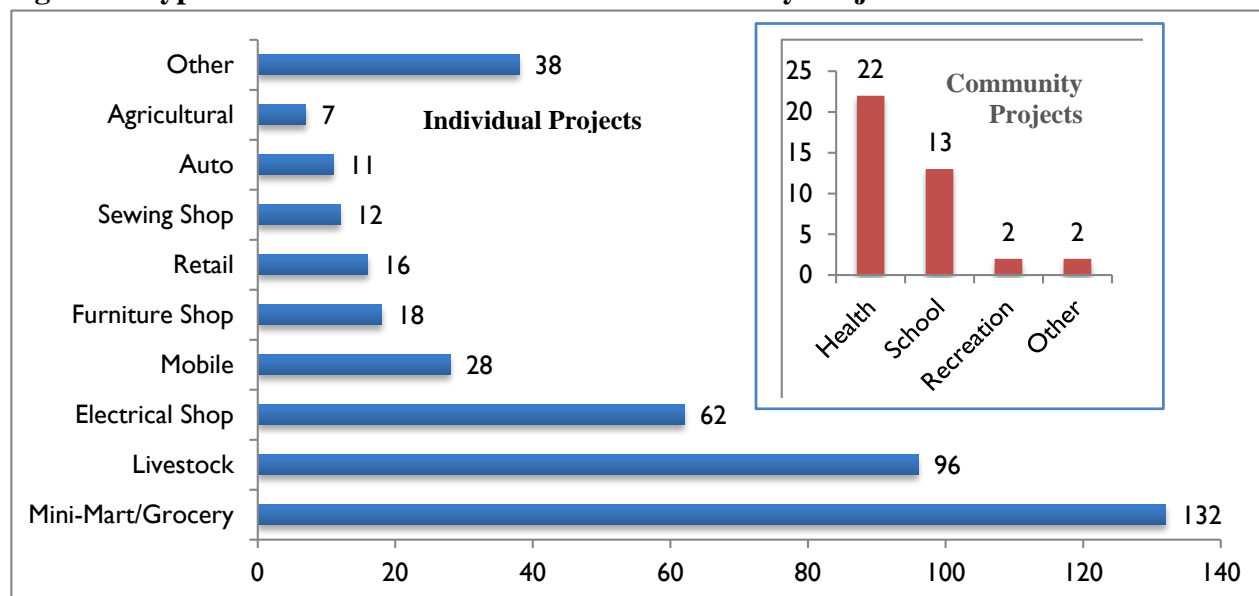
"Individual projects had positive, direct, permanent and physiological impact on the beneficiary's life."

¹⁶ The three IKR governorates were not included in implementation of the Marla Fund. Initially, BPCS also planned to server beneficiaries from Anbar but were never able to initiate the project due to security issues that would have made selection, verification and monitoring of projects difficult.

¹⁷ The only projects that were unable to be visited in the sampled governorates were located in Baghdad. In one case, the beneficiary sold the provided supplies while another sold the business. The Marla Fund CSO was unable to provide the business location for a third individual. The final beneficiary had cancer and was not contactable.

breakdown of projects by location and type, please see Figure 4: Types of Marla Fund Individual and Community Projects.)

Figure 4: Type of Marla Fund Individual and Community Projects



Although CSOs met project requirements, they also faced challenges in implementation.

CSO and BPCS staff responsible for Marla Fund activities highlighted several implementation challenges. First and foremost is the recognition that the pool of potentially eligible victims far outstrips the resources available through the Marla Fund. Related to individual projects, the most common issue (cited by all eight of those interviewed who are involved with Marla Fund implementation) is that of obtaining documentation verifying a qualifying cause of death or harm. This issue was also identified when USAID/CAP previously implemented the Marla Fund. Another issue raised by Marla Fund implementers and beneficiaries was insufficient funding to grow their businesses to a meaningful size or to properly maintain livestock projects (e.g., costs to transport feed to remote locations, veterinary bills). Marla Fund implementers also noted the lack of a unified database to identify duplication of prior support under CAP. Although no verification of qualifying harm is required for community projects, obtaining Ministry of Health and other government approvals was a major obstacle for initiating community projects. Finally, BPCS staff, CSOs, and beneficiaries noted that procurement through a system of pre-approved providers was a major challenge for both individual and community projects. Complaints were based on the fact that similar items are at times available more cheaply through other vendors (which would extend the value of the grant) and that the procured items did not meet the desired specifications of the beneficiary.

Marla Fund CSOs have increased their organizational capacity and have demonstrated strong commitment to supporting war victims but lack monetary resources to continue with funding small businesses.

Marla Fund CSOs were part of the BPCS organizational development process; one also received subawards unrelated to support for war victims (Human Rights Organization in Wassit, which received three separate subawards). Based on pre and post-OCI scores, all CSOs improved in the

seven target areas for support, averaging a 33-point increase; each participated in an average of 10 different types of training. However, the CSOs do not have resources to replace Marla Funds to provide small grants for similar individual or community projects after BPCS ends. Notably, the CSOs applied training in advocacy to develop a joint strategy to support Iraqi war victims through government funding available through the Central Commission on Compensation of Persons Affected by War Operations, Military Mistakes and Terrorist Acts (the Compensation Commission).¹⁸ The Compensation Commission does not limit eligibility to victims of U.S. coalition operations and provides a one-time cash payment of a maximum amount of approximately \$3,000 to the victim's survivors and a reduced amount based on an injured victim's percent disability. Compensation for loss of property is also provided under certain circumstances.

In an effort to sustain support for war victims when BPCS ends, the Marla Fund CSOs drafted an amendment to Law 20 (2009) to increase compensation to \$10,000. At the time of the evaluation, the CSOs had approached a Basrah parliamentarian to bring their proposed amendment to the COR for consideration.

Marla CSOs have also provided non-traditional support for Marla Fund individual beneficiaries and their families.

In addition to small business start-up and livestock projects, three of the CSOs also provided non-traditional support to encourage social reintegration and healing. According to interviewed CSO staff members, Iraqi war victims face multiple obstacles in addition to economic hardship. Some are partially or permanently disabled and require ongoing care or physical therapy to improve their health status. Visible wounds can alienate these victims from their communities, and CSO staff provided examples of victims who self-isolate or withdraw from society. Invisible wounds brought on by traumatic experiences were also addressed through psychosocial support, such as group cognitive behavioral therapy and socialization activities, including community picnics or provision of school supplies for children.

The Marla Fund CSO based in Basrah has extensive experience providing these services and is well respected in the community for the valued contribution it has made over the years. It has integrated Marla Fund support into its existing services, with many of its individual Marla Fund beneficiaries identified through the physical therapist that works with their organization.

D.2 Conclusions for Question 4: Extent to which BPCS partners assisted civilian victims of conflict through the Marla Fund

Implementing CSOs are unlikely to continue funding small business development or community projects after BPCS ends, due to lack of funds.

CSOs do not have a donor base to replace the hundreds of thousands of dollars provided by the Marla Fund for individual and community projects. Other support activities benefiting victims of war are less resource intensive, so funding might be feasible if the CSOs identify these as priorities

¹⁸ In 2009, the Iraqi Parliament passed enabling legislation to create the Compensation Commission/Committee (Law No. 20 *Compensating the Victims of Military Operations, Military Mistakes and Terrorist Actions* [2009]). The Compensation Commission is tasked with providing compensation payments for death, disability, and temporary injuries to victims, and to persons whose parents, spouses, or children were killed in such circumstances.

for future programming. For example, low-cost activities could include social integration activities, small business training, group therapy, and advocacy campaigns. Training could potentially be an income-generating activity if the pool of participants were expanded beyond low-income trainees. However, such programs would require financing from major donors or government budget allocation to continue.

Marla Fund CSOs are unlikely to have capacity to sufficiently respond to expanding number of war victims.

With the current security crisis, a growing number of Iraqis would benefit from similar services developed over the years through the Marla Fund. However, the sheer volume would necessitate a significant expansion of the current capacity of the eight Marla Fund NGOs or replication of these services through additional providers. The current bandwidth may already be stretched, given that two of the eight CSOs managed projects in multiple governorates, none were ever able to implement in Anbar, and the Ninewa-based CSO had to shut down when the self-named Islamic State gained control over Mosul. The Marla Fund requirement of verifying cause of death, injury, or property destruction will continue to be difficult to obtain, especially in areas where Iraqi government agencies have been suspended (e.g., police, coroners, judges, local councils).

Non-monetary support is also vital to victims of war.

Marla Fund beneficiaries as well as implementers consistently emphasized services beyond the funded projects. In particular, victims of war value access to medical care, ongoing physical and occupational therapy, psychosocial support for trauma healing and reintegration, and legal services. Referrals to other providers of support, including government services, would also be useful. For IDPs who are unfamiliar with resources in host communities, CSO assistance could be helpful in navigating their new environment.

D.3 Recommendations for Question 4: Extent to which BPCS partners assisted civilian victims of conflict through the Marla Fund

CSOs should focus on self-sufficiency strategies for continuation of war victim support.

In the remaining months of implementation, BPCS should focus on supporting CSOs in self-sufficiency planning, which would enable continued support for war victims. Marla Fund CSOs should be included in the previously mentioned government procurement training (see above section on Question 2 Recommendations) so that they can effectively bid if government entities contract for war victim support services in response to the current crisis. USAID/GSP can support this effort by encouraging its subnational partners to reach out to these CSOs when circulating relevant RFAs. Such contracts could not only focus on services to individuals but on community-based projects that would reach a much larger pool of victims and locate needed resources in impacted communities. One CSO that implemented the Marla Fund proposed such a project for BPCS support, but instead could submit this proposal to access Iraqi government funding instead: *“We have submitted a project to [BPCS for USAID support] to provide our medical services to war victims free-of-charge and to support our free clinic in the field of psychoanalysis, dentistry and physical therapy for victims not currently served by the Marla Fund.”*

Different from the sustainability of CSOs themselves, ongoing financial support for war victims would be supported by the intensification of CSOs’ advocacy with the Compensation Commission

to increase the amount of compensation packages for eligible victims and survivor families. USAID/Tarabot could support this effort by including the Compensation Commission stakeholders in government transparency and efficiency efforts.

Support training in trauma healing approaches to Iraqi health providers and government customer service personnel.

Exposure to primary and secondary trauma is widespread and many Iraqis endure prolonged and ongoing conditions of war, displacement, and insecurity. The World Bank's recent consultations on effective approaches to trauma sensitive development¹⁹ and the Interagency Standing Committee's guidelines on mental health and psychosocial support²⁰ note that populations that have endured traumatic events can have exaggerated responses to perceived threats, difficulty learning and making long-term investments, and trouble forming trusting relationships.

Identifying trauma reactions and knowing culturally appropriate responses for healing will be vital to health providers and those who interact with the general public, such as customer service staff at government agencies. Proper training will support these service providers to not only direct those in need to helpful support but also potentially prevent escalation of conflicts. In some governorates that have suffered most from intense violence, these providers themselves may be victims or suffer from secondary exposure from listening to disturbing victim experiences or providing treatment. Several of the Marla Fund CSOs have experienced staff who are able not only to provide services but also to help train relevant personnel. USAID/Iraq's implementing partners should consult with BPCS to identify potential CSO partners to discuss integrating trauma healing training into their existing capacity building activities for government counterparts.

E. QUESTION 5: Issues that emerged during implementation and lessons learned

E.1 Findings for Question 5: Issues that emerged during implementation and lessons learned

Consortium communication and coordination faced multiple challenges.

As USAID's implementing partner leading a large team of diverse consortium partners, Mercy Corps established procedures and lines of communications to ensure transparent guidance and clear leadership for successful project implementation. To this end, Mercy Corps established a committee structure with designated consortium partner leads (according to expertise and responsibilities) and multi-organization membership. But despite the committee structure, coordination faced several challenges. First, the BPCS COP was also Mercy Corps' Country Director and so had divided responsibilities and competing priorities from multiple donors. After two years under this arrangement, Mercy Corps split the position and assigned a new full-time COP, per Cooperative Agreement Modification (04) signed September 28, 2014. Second, a key consortium partner, International Republican Institute (IRI), dropped out of the consortium during start up when its headquarters decided to no longer maintain an office in Iraq. IRI had key

¹⁹ "Invisible Wounds": A Practitioners' Dialogue on Improving Development Outcomes through Psychosocial Support. Workshop Summary Report. Washington, DC. (May 6, 2014).

²⁰ IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings. Inter-Agency Standing Committee (IASC). Geneva. (2007).

responsibilities related to IR 3, focusing on building CSO advocacy capacity and engaging key government and media stakeholders. Mercy Corps reassigned advocacy-related duties to its own staff, and eventually signed on Internews nearly a year later in August 2013 to assume responsibility for the media aspects. Although another major consortium partner, ICNL, began at start-up, it did not have a local presence so staff were only periodically in-country. To address this remote operational center, ICNL worked through two local Iraqi CSOs (3H and Iraqi Al-Amal Association), but did not complete the contract for another 10 months with its lead partner until an agreement regarding the use of USAID's logo was resolved. Even though ICNL's local partners were the main implementers of BPCS-related activities, they were not well-integrated into the communication and decision making systems, even when issues related to ICNL and the enabling environment were on the agenda. The remaining two Consortium partners (PAO and Mercy Hands) were two local CSOs, selected by Mercy Corps headquarter staff who had worked on the original proposal. These local CSO consortium team members had less capacity than expected and required much more focused and dedicated instruction than was readily provided.

Added to initial consortium coordination challenges was the request from USAID to include in its start-up activities support to CSOs to conduct election monitoring of the Provincial Council elections, scheduled to take place in April 2013; the IKR parliamentary elections to follow shortly thereafter in September. As explained in the previous section on Question 3, staff was reallocated to oversee the election subaward process and then implementation of 10 election-related subawards. One of these BPCS staff members had been responsible for consortium coordination and implementation of the committee structure. By the beginning of 2014, USAID announced it would be restricting obligations on the BPCS budget by approximately 30 percent. Budget reductions then had to be reflected in revised work activities. This instigated a premature departure of Mercy Corps' most experienced consortium member, ACDI/VOCA, with the winding down of activities in order to transition staff, data, responsibilities, and relationships to Mercy Corps by the end of 2014. Similarly, ICNL was scheduled to end its role by mid-2015.

In mid-2014, the security context in Iraq changed dramatically, making travel for in-person meetings difficult. Seats on flights between Baghdad and Erbil were hard to come by and required weeks of advanced planning. Overland travel was dangerous and new roadblocks further encumbered travel. The situation made it difficult for both planning and program implementation. Activities in some of the worst affected areas – such as Ninewa, Anbar, Diyala and Salah ad Din – were frequently postponed or cancelled completely. The Marla Fund program never got off the ground in Anbar and the five²¹ CSO partners felt “abandoned,” according to statements in in-person and telephone interviews with four CSOs. Similarly, the Marla Fund programming in Ninewa was canceled, as was one of the subawards after Mosul was taken over by the Islamic State.

Given these circumstances, it is not surprising that the international consortium partners felt they lacked the necessary or timely guidance to coordinate joint efforts. Each resorted to implementing work plans without the benefit of harmonized cooperation. Although intended to be a program with highly integrated and mutually reinforcing activities, the international consortium partners

²¹ Four CSOs participated in the OD process, with one of these four also receiving a subaward through Advocacy Round 2. However, this subaward was cancelled as a result of security constraints that made implementation infeasible. A fifth CSO participated in the humanitarian capacity training.

worked primarily in silos without a vision of the larger picture. Even within Mercy Corps, key staff turnover broke links in communication chains and resulted in loss of institutional memory. Data systems for tracking cross-partner activities such as training or Marla projects were not unified, resulting in a patchwork of reporting.

Local consortium partners acknowledged difficulties in the first year of implementation that related to their own organizational capacity limitations. But over the first 12 months, they described significant organizational system improvements due to Mercy Corps' mentorship, access to OD process training opportunities, and key staff changes.

Despite all these challenges, USAID states that BPCS has been well managed overall, and that Mercy Corps should be recognized for its efforts in overcoming an especially difficult start-up period.

BPCS subaward process was too complicated given the low level of applicants' capacity and experience.

Several aspects of BPCS's subaward process were overly complex, making it difficult for local CSOs to effectively compete for subaward opportunities. Specific examples raised by CSO respondents in focus groups discussions include the following:

- RFPs were long with complex language, even in translation. For example, the Advocacy Round 2 RFP was 33 pages with four separate sections.
- CSOs were inexperienced at grantwriting and needed technical assistance in order to respond.
- CSOs hired professional grant writers in order to compete, so the written documentation did not accurately reflect their level of expertise.
- According to the CSOs that were not selected, they did not receive feedback on their proposals and so were unable to learn from their mistakes.
- CSOs were not notified when they were not selected; several CSOs indicated that they were still awaiting a response although all subawards had been granted months earlier. It is important to note that BPCS's standard procedure is to provide written letters to CSOs that are not selected; however, CSOs that do not meet minimum eligibility requirements or submit incomplete proposal applications are not included in this notification process.
- The selection process was long, sometimes as long as the subaward period itself.
- CSOs claimed that in some cases the "wrong" CSOs (e.g., those without credibility or relationships within the community) received subawards because knowledgeable Iraqi reviewers were not given sufficient weight in the selection process.

Even proposing thematic training before the pre-application deadline for the Advocacy II round was successful for the Advocacy 2 and 3 subawardees. However, due to limited time, BPCS did not use similar approaches for other subawards rounds and did not provide pre-application thematic trainings on the Collaboration training for the Collaboration Subaward seekers, Humanitarian Training for the Humanitarian Subawards seekers, and Effective Partnership training for the SAWA subawards seekers. Using the same approach for all subaward programs could increase the quality of the CSO subaward proposals and could help them to better understand the concept of their future operation.

E.2 Conclusions for Question 5: Issues that emerged during implementation and lessons learned

BPCS's consortium model required more directive leadership.

Mercy Corps promotes a very collaborative leadership style. However, with such a complex constellation of partners and volatile operational environment, the team needed more clarity of direction and communication from the implementing partner. Mercy Corps' initial staffing plan included a position dedicated to consortium management, which could potentially have provided the focused attention required, especially at start-up. The general feeling of consortium partners is that the BPCS project could have accomplished more in support of Iraqi civil society if there had been more information, coordination, cooperation, and leveraging of consortium member expertise.

The subaward process generated confusion, competition, and missed opportunities for learning amongst CSOs.

There was a mismatch between the RFP requirements and CSOs' ability to respond coherently. CSOs needed more preparation in basic grant writing skills, as well as in technical knowledge of subaward themes (e.g., advocacy, civic engagement) to meet the level of expectation set out in the RFAs. Further, the lack of feedback to CSOs that applied but were not selected led to confusion and at times resentment from applicants. Further, a more reciprocal communication relationship could have modeled transparency and contributed to BPCS's IR 2 objective of building CSO capacity.

E.3 Recommendations for Question 5: Issues that emerged during implementation and lessons learned

USAID can work with its Implementing Partners to determine whether staffing structures are sufficient to meet the needs of the team.

Even under the best of circumstances, large, complex, geographically extended programs usually perform better with focused leadership and without multiple competing priorities. Dedicated staffing is especially critical in the start-up period. However, this arrangement is not always feasible or practical, so another option is to ensure that there is adequate support staffing to which key responsibilities have been clearly and transparently delegated.

Future Implementing Partners with local subaward programming should take into account the developmental stage of the likely applicants.

Low-capacity applicants will need more support and simpler requirements. Oral briefings can be an effective mechanism to overcome the barrier presented by a lack of proposal writing skills. An interactive discussion can help in detecting genuine understanding (or lack thereof) of planned activities and contextual factors. To avoid the dilemma of a one-man show, the discussion should involve multiple staff members, such as the key management, board members, program team, volunteers, or beneficiaries. Oral briefings can be sequenced as a preliminary screening, augmentation to a written submission, a final vetting process, or some combination of these. Pre-application workshops are especially helpful in low-capacity settings. Workshops can focus on general proposal writing or on areas of technical skills (such as the workshops BPCS implemented

with its Advocacy Round 2 and 3 subaward process). Whenever feasible, simple templates and checklists should be offered. Always provide a mechanism for CSOs to request support without jeopardizing real or perceived preferential treatment. And finally, treat the application process as a mentored learning experience that models the values of transparency and accountability. It is best to respond in a timely manner to inform applicants whether or not they have been selected and to offer an explanation when the applicant has been declined.

Mercy Corps should document its lessons learned from the subaward process to support USAID local grantmaking activities in the future.

Mercy Corps has developed extensive experience in local grantmaking efforts, having led at least 10 subaward processes over the lifetime of BPCS implementation. A compilation of both its tested processes and lessons learned would make a significant contribution to future local grantmaking in Iraq, as well as in other contexts in which civil society capacity is under development. Of particular interest would be the documentation of processes and recommendations related to successful strategies employed during Advocacy Round 2 subawards, including conducting pre-application information sessions and thematic workshops and training in proposal writing.

ANNEXES

Annex 1. Evaluation Statement of Work

Draft Statement of Work **Performance Evaluation of** **Broadening Partnership through Civil Society Project in Iraq**

I. Project Information

Project Title: Broadening Participation through Civil Society (BPCS) Project

Number: CA# AID-267-A-12-00001

Project Dates: September 26, 2012 to October 15, 2015

Project Funding: \$74,997,319

Implementing Organization: Mercy Corps

Agreement Officer Representative (AOR): Vladan Raznatovic

II. Background

Context

Since 2003, the U.S. Agency for International Development in Iraq (USAID/Iraq) has provided assistance to Iraq's civil society in the form of local community groups as well as more formal civil society organizations (CSOs). This assistance has included sector specific initiatives such as those focused on agriculture, private enterprise, elections, support for vulnerable groups and war victims, and conflict mitigation projects. USAID/Iraq's flagship support project to civil society in the broadest sense has been the Community Action Program (CAP), aimed at building civic awareness and laying the foundation for participatory governance. This long-running project ended in September 2012. While the Broadening Participation through Civil Society (BPCS) Project was not a follow-on to CAP or any other USAID project, it has been building on the foundations of this previous programming in the sector.

Within the last three decades, Iraq experienced multiple internal and external conflicts, economic sanctions, and high levels of insecurity. Spanning multiple generations, these experiences have had a deep impact on the mindset of Iraqi leaders and the public. Conflict and war have affected all aspects of political and social life, caused backsliding in the country's development indicators, slowed economic growth, increased societal divisions, and deeply traumatized the population.

In December 2011 US troops withdrew from Iraq, marking the last stage of transferring full state sovereignty into the hands of Iraqi authorities. Political divisions, in combination with a weak state and high unemployment created political instability. In addition the Shia-led government of Nouri al-Maliki failed to unite the country's various communities, and from 2013 Iraq faced a rapidly-rising tide of extreme Sunni rebellion in Anbar Province. Despite instability and a deteriorating security situation the Council of Representatives elections was successfully held on April 30, 2014. In the summer of 2014 the Islamic State of Iraq and the Levant (ISIL) rebels broke through northern Iraq,

and the ensuing instability made for a pivotal moment in the history of Iraq. Following further instability and domestic and international pressure, Nouri Al Maliki stepped down as Prime Minister on August 14. Maliki's resignation and the subsequent nomination of Dr. Haider al Abadi as Maliki's replacement led to formation of a new government, as well as a new era in Iraqi political and social history.

According to UN sources, 2013 was the deadliest year in Iraq since 2008, with an estimated 9,000 people killed. The trend continued rising when militants began fighting in Anbar in early January 2014, forcing nearly 80,000 households to flee to other parts of Iraq. Throughout the summer of 2014, after ISIL took Mosul, the country struggled to mount a humanitarian response to a fast growing number of Iraqi internally displaced persons (IDPs) and Syrian refugees while attempting to form a national government. With an increase in both active fighting and terrorist attacks across the country, including Baghdad, as of the end of 2014 there are estimated total 2.1 million displaced people.

Support for Civil Society Development

In September 2012, USAID/Iraq awarded a cooperative agreement to Mercy Corps and its consortium of partners to implement the BPCS project. Its overarching goal is to create an environment for stronger civic participation in Iraqi democracy by fostering increasingly professional, interactive and interconnected Iraqi civil society organizations.

Four closely inter-related intermediate results (IR) supported this goal, and the fifth IR is implementation of the Marla Ruzicka Civilian War Victims Fund:

- IR 1: Democratic engagement of citizens increased. BPCS engages and mobilizes diverse and marginalized groups to broaden democratic participation at community, sub-national and national levels.
- IR 2: Institutional capacity of CSOs/NGOs increased. The program targets organizations with the greatest potential to contribute to Iraq's development through effective constituent-focused service delivery and policy impact; engaging organizations at all levels of capacity and scale.
- IR 3: Impact of civil society on public policy increased. BPCS facilitates opportunities for civil society to directly influence decision-making that affects the whole society.
- IR 4: Enabling environment for CSOs improved. BPCS strengthens mechanisms for collective voice and constructive collaboration with the general public, government actors and the private sector to ensure civil society leadership in Iraq's consolidation of democracy.
- IR 5: Special projects – civilian war victims assisted (Marla Fund). BPCS builds on over nine years of collective experience assisting Iraqi civilians who have suffered losses as a result of U.S. forces, Iraqi military or terrorist activities. The Marla funds money is Congressional earmark and it is approximately 20 percent of the overall funding for BPCS.

Over the life of the project the first four BPCS program components (IRs) were integrated to support CSOs pursuing issue-based advocacy and mobilizing citizen participation. Organizational development (OD), specialized technical assistance and training (e.g. use of multimedia channels, advocacy, elections monitoring), and the subgrant mechanisms for elections, collaboration and advocacy (including CSO hubs and fairs, town halls and public forums) have been tied and mutually reinforcing. Modest advocacy and collaboration grants to CSOs enabled the monitoring and improvement of service delivery, support to youth activities, and an increase in advocacy for issues

such as minority and women's rights, transparency in provincial budget processes, and implementation of the Disabilities Law. Through technical assistance on these grants, Mercy Corps strengthens the organizational capacity of CSOs for finance, human resources, governance, communication, information systems, and strategic planning with an aim of sustainability. BPCS worked through a network of 104 civil society groups.

Marla Fund activities, under IR5, are typically small businesses or livelihood assets chosen by beneficiaries. Common examples of Marla Fund projects are creating mini-markets and other retail shops, in which beneficiaries sell goods such as groceries, bedding and linens, spare automobile parts, and mobile phones. Another common project is livestock for rural families, in which animals, feed, and veterinarian visits are supplied as a source of livelihoods and nutrition for families. Community projects have supplied anesthesia equipment to hospitals, outfitted health clinics with furniture and essential medical and laboratory equipment; and provided educational items to schools. These projects are in communities, whose infrastructure was damaged and services were derailed by conflict. The Marla Fund activities have been implemented through eight local CSOs. Each of the partner organizations received institutional development support as part of the OD component. BPCS also provided technical assistance, coaching and targeted training to the Marla partner CSOs. When BPCS ends in October 2015, it will be with the expectation that the current Marla partners will be able to continue providing support to victims of conflict.

Leveraging technical expertise, geographic scale and decades of shared experience, Mercy Corps and its consortium partners: ACDI/VOCA (from 2012- 2014), Internews, the International Center for Not-for-Profit Law and two local CSOs People Aid Organization and Mercy Hands are implementing BPCS program at all 18 provinces.

The broad development hypothesis that underlies this project is that if civil society is strengthened in a way that increases citizen input into Iraq's social and political development, then Iraqi democracy will be more participatory.

The following are the critical assumptions:

- Civil society organizations continue to be committed to working with the project and U.S. Government –funded implementers
- Government of Iraq recognizes value add of civil society and is willing to work with partners and projects
- Civil society are or will be increasingly permitted to operate more or less freely
- Civil society organizations develop grassroots constituencies, based on non-donor driven purposes

In February 2013, due to across-the board cuts within USAID, USAID informed Mercy Corps that the full budget of the program would not be obligated to BPCS, resulting in a 25-30 percent overall budget reduction across different program components. This change caused the BPCS's implementer to review its strategy, work plan, and individual partner commitments to focus remaining resources on maximizing the program impact.

Existing Information

The evaluation should build on, rather than duplicate, existing performance information. The documents, below, will give the evaluation team a full understanding of the project. Before arriving in Iraq, the Contractor shall be familiar with their contents and use them to develop the

evaluation design and implementation plan. The evaluation team shall review relevant documents including the following:

1. USAID Evaluation Policy, January 2011
2. U.S. Foreign Assistance Framework
3. U.S.-Iraq Strategic Framework Agreement
4. USAID/Iraq Mission Order on Performance Management, January 2012
5. Mercy Corps Project Application
6. Years 1, 2, 3 BPCS Project Implementation Plans
7. Project Management Plan (PMP)
8. The Y1 and Y2 BPCS Annual reports, quarterly reports, monthly reports, and weekly reports
9. Checklist for Assessing USAID Evaluation Reports
10. TIPS#17-Constructing an Evaluation Report, 2010
11. Iraq Civil Society Assessments, February 2012
12. USAID/Iraq Program Vulnerability Assessment, April 2012
13. 2011 and 2012 Civil Society Organization Sustainability Index (CSOSI) report for Iraq
14. USAID/Iraq Community Action Program III End of Project Performance Evaluation; August 2012 (QED Group, LLC, under Iraq PERFORM contract number 267- M-00-09-00513)
15. AUDIT OF USAID/IRAQ'S MANAGEMENT OF THE MARLA RUZICKA IRAQI WAR VICTIMS FUND AUDIT REPORT NO. E-267-08-002-P April 3, 2008
16. AUDIT OF USAID/ IRAQ'S BROADENING PARTICIPATION THROUGH CIVIL SOCIETY PROJECT AUDIT REPORT NO. 6-267-14-006-P FEBRUARY 12, 2014

Iraq is an analysis-rich environment fostered by the existence and activity of several U.S. government and other donor-funded projects. There are a host of other academic sources of data and analysis which the contractor should pull from in order to establish a sound knowledge base about civil society sector in Iraq.

III. Purpose

The purpose of this evaluation is to determine the extent to which the project met programmatic objectives and achieved both intended and unintended impacts. The Contractor shall examine all project activities and answer the research questions elaborated in section IV.

This evaluation will inform programs in countries experiencing democratic transitions in the Middle East and North Africa (MENA) region.

The main audiences of the evaluation will include USAID/Iraq and USAID/Washington's Middle East Bureau. Recommendations from the evaluation will inform future civil society assistance. It will also help USAID/Iraq to ensure accountability to stakeholders and promote agency learning to improve effectiveness.

IV. Hypothesis and the Evaluation Questions

4.1. Hypothesis

The premise behind the project intervention is that engaging citizens on various activities will advance democracy at all levels and ensure that citizens have a greater voice in public decisions. Increased participation in democracy is a critical solution to the disconnectedness that many Iraqis feel from their officials and institutions. Civic and political participation can develop new solutions, increase public understanding of the issues and generate broad support for democratization. The postulation is that innovative civic education, civic awareness and sensitization activities will increase citizens' democratic engagement, which will in turn offer greater opportunities for citizens to contribute to, and benefit from, the country's development. Civil society organizations can help to sustain social and political engagement to ensure democratic governance in Iraq. This causal progression is illustrated in the flow chart below: The program has hypotheses on citizens' participation and improved livelihoods of civilian war victims. Program interventions such as civic education, service learning, advocacy, media events, and coalition-building will cause citizens in target areas to take concrete action to participate in their communities. Examples of participation include participation in civic education, advocacy campaigns, media show, CSO-led events, and meetings with government officials, non-violent protests, volunteerism, charities and CSO membership. In addition, the recipients of Marla Fund interventions will have higher incomes, improved health and greater confidence in their ability to participate in their communities when compared to non-beneficiaries of similar backgrounds and circumstances.

4.2. Evaluation Questions

The performance evaluation shall address the following four sets of major policy questions and three supplementary questions of interest for development practitioners. These research questions will guide the design and evaluation of the project.

1. How and to what extent has BPCS project achieved its overarching objective and expected results?
2. To what extent has the project contributed to improving performance and organizational capacity of partner CSOs? Specifically:
 - In table format: (1) identify civil society organizations (CSOs) that receive only grants over the life of the project (non-OD CSOs), (2) identify CSOs that received only organizational development assistance (OD-only CSOs), and (3) identify CSOs that received organizational development assistance and grants over the life of the project (OD CSOs).
 - Of the CSOs that received grants (OD CSOs and non-OD CSOs), assess the whether the CSOs met the performance objectives of the grants. Compare those two groups and evaluate their relative effectiveness. For example, does the receipt of organizational development assistance predict for the meeting of grant objectives?
 - How did the OD CSOs and OD-only CSOs perform vis-a-vis organizational assessment tools?

3. Did the project identify and seize windows of opportunity to advance the project objectives? (e.g., involving civil society in elections and responding to the humanitarian crisis in the final year of programming). How did the project's assistance equip Iraqi civil society to respond to these events?
4. To what extent did BPCS partners assist civilian victims of conflict through the Marla Fund, as per the Fund's defined purpose?
5. What issues emerged during implementation and what lessons were learned from the implementation of BPCS?

V. Design and Methodology

The evaluation team is encouraged to propose an innovative and creative evaluation design that uses a methodology that meets the standard of rigor established by the USAID evaluation policy and that can be used to answer the research questions posed above. The design will be shared with USAID for comment. Given the huge amount of data that will be reviewed and collected, and that substantial evidence will be collected to support the findings related to each of the evaluation questions, it is important that a clear workplan be established. It should contain guidance on how to get answers before data collection starts. It is expected that both quantitative and qualitative data analysis will be needed to analyze project results and to identify positive changes. It is encouraged for quantitative data to be disaggregated by gender. The design proposed by the contractor should seek to address methodological limitations and threats to validity.

VI. Deliverables

This statement of work has the following deliverables with the corresponding timeline. The Contractor is expected to deliver:

6.1. Design and Methodology Plan

The evaluation team will review relevant background documents and conduct consultations (as much as enough) with USAID and key stakeholders in order to finalize the evaluation design and methodology plan proposed in response to this solicitation. This deliverable will include major evaluation issues or questions, general evaluation approach, indicators, data collection, sampling strategy, data collection instruments and how data will be analyzed and presented. An evaluation design matrix that organizes the evaluation questions and plans for collecting information to answer them is required.

6.2. Work Plan

All activities shall be identified in a chronological order. Expected accomplishment dates, and responsible parties (USAID, Contractor, Evaluation Team, Mercy Corps, etc.,) shall be assigned for each and every activity. This should be presented in a tabular form showing the activities, responsibilities and due dates. The work plan will then be used as a road map that will guide the

timely implementation of the evaluation. It will also help to mobilize coordination and leverage synergy for achieving the purpose of the evaluation. In light of this, the Contractor is expected to present a comprehensive work plan that demonstrates all the activities, timeline and delineation of responsibilities.

6.3. Draft Evaluation Report

The Evaluation Team will provide USAID/Iraq with a draft report that includes all the components of the final evaluation report except the complete annexes. USAID/Iraq will provide comments on the draft report to the evaluation team within 10 working days of receiving the report. The Evaluation Team will then revise the draft report and re-submit the revised draft report to USAID/Iraq for final review. USAID/Iraq will provide final comments on the revised draft report to the Evaluation Team within five working days of receiving the revised draft report. The Evaluation Team will incorporate final comments into the revised draft report, edit, and format and submit the final report within ten days of receiving final comments from USAID/Iraq.

6.4. Final Evaluation Report

The final evaluation report (maximum of 40 pages) should include an executive summary, introduction, background of the local context and the project being evaluated, the main evaluation questions, the methodology, the limitations to the evaluation, findings, conclusions, recommendations and lessons learned. It should incorporate analysis of data from all surveys and other data collection. Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (e.g., selection bias, recall bias, unobservable differences between comparator groups, etc.). The executive summary should be 3-5 pages in length and summarize the purpose, background of the project evaluated, main evaluation questions, methods, findings, conclusions, and recommendations and lessons learned.

The annex to the report shall include:

- The Evaluation Scope of Work
- Any “statements of differences” regarding significant unresolved difference of opinion by funders, implementers, and/or members of the evaluation team
- All tools used in conducting the evaluation, such as questionnaires, checklists, and discussion guides
- Sources of information, properly identified and listed
- Disclosure of conflicts of interest forms for all evaluation team members, either attesting to a lack of conflict of interest or describing existing conflict of interest
- The performance evaluation design

Upon approval of the final content by USAID, the Contractor shall edit and format the final report within the indicated timeline.

VII. Team Composition

The evaluation exercise shall include a team of two expatriate consultants who have strong knowledge of civil society, performance evaluation design, data collection, analysis and evaluation

report writing. One of the two expatriates shall be the team leader, and they will be assisted by one Iraqi Civil Society Expert and up to ten local Data Collectors. These Iraqi team members will help in facilitating meetings, collect primary data and translate the data into English. The Iraq staff composition shall include both men and women that may be called upon to interview groups of both sexes.

Team Leader (International)—This International Consultant should have advanced degree in International Development or Social Studies with at least six years of relevant experience in civil society program design, implementation, monitoring and evaluation. This person will lead a team consisting of an International Development Expert or a Social Scientist (International), a Civil Society Expert (Iraqi), and up five locally hired Data Collectors. The QED staff will train the local Data Collectors on how to conduct interviews and summarize results using standard formats for subsequent compilation and analysis.

Team Member (International) – an International Development Expert or a Social Scientist – This expert will have advanced degree in International Development or Social Studies with at least six years of relevant experience in civil society programming. S/he will possess strong knowledge of the Middle East region and expert knowledge in performance evaluation design and implementation. Hands on programming on focusing democratic engagement of citizens, capacity building of CSOs, policy advocacy and CSO enabling environment are strongly required. Strong writing skills are a requirement. English language knowledge is required and knowledge of Arabic is desirable.

Team Member – Civil Society Expert (Iraqi) – An experienced Civil Society practitioner, with excellent understanding of Iraqi civil society sector and government policy affecting CSOs in Iraq. At least five years’ of relevant civil society experience is required. Native fluency in Arabic is required as is professional fluency in English. Experience of participating as a team member in conducting project evaluations is preferable.

The Iraqi Civil Society Expert will serve as a liaison between the international experts and the data collection team, s/he will also provide significant local expertise about the governance and policy environments, situation, culture, geography, etc., as needed and will provide support in identifying and contacting local stakeholders, helping arranging meetings, performing translation/interpretation when needed.

Data Collectors (Iraqi) – Up to ten Iraqis Data Collectors with demonstrated experience in conducting interviews, surveys, or other data collection methods shall be part of the Team. Must have the ability (with training, if necessary) to ensure standardized data collection in accordance with best practices in social science research.

Administration/Logistical Support Person (Iraqi) – assigned by the Contractor to the Team to assist with travel, meeting arrangements, accommodation and any other administrative and office support requirements for the team.

The expats should demonstrate familiarity with USAID's January 2011 Evaluation Policy, and all team members will be required to provide to USAID a signed statement attesting to a lack of conflict of interest.

VIII. Scheduling and Logistics

Period of Performance – The Evaluation Team should propose a detailed timeline of tasks and deliverables as part of their final evaluation plan, and should into consideration that all work including the final draft of the evaluation report should be completed no later than August 30, 2015.

Logistical Support—logistic support to be provided by the contractor includes: international travel, transportation, meeting and interview scheduling, secretarial and office support, interpretation, report printing and communication, as appropriate. The Contractor shall also provide life and security support, as appropriate. Staff members from Mercy Corps can be contacted to assist in setting up of interviews, organizing logistics for field works and coordinating the work of the field research team.

IX. LOE and Budget

A draft budget must be submitted and approved before the evaluation is started. The budget shall be a product of the questions asked, human resources needed, logistical and administrative support required, and the time needed to produce a high quality, rigorous and useful impact evaluation report in the most efficient and timely manner.

Clearance Page: BPCS Evaluation SOW

Drafted by: VRaznatovic

Cleared by:

K.Adams, GEO by email 12/21/2014

J.Meyer, PRO by email 02/10/2015

Annex 2. Supplement to Methodology

Evaluation Design

A mixed methods design, which used both quantitative and qualitative data collection and analysis, was applied for this performance evaluation. The design followed a mixed method model that is concurrent (both quantitative and qualitative data are collected at the same time, as opposed to sequential) with equal status (both quantitative and qualitative data factored into the analysis with equal priority). This design supported triangulation of data by corroboration of responses to research questions from multiple perspectives (e.g., different respondents and respondent types) as well as via different modes of input (e.g., open-ended and closed ended questions, observation). It also supported complementarity through elaboration and clarification of results between the two methods (e.g., qualitative data describes implementation variation that can help to explain quantitative data).

The following sections describe major components of the evaluation design: (1) field work preparation, (2) selection of field visit locations, (3) sample field visit agenda, (4) description of data collection tools, and (5) categories of key evaluation respondents/stakeholders.

Preparation for Field Work

The evaluation included approximately four weeks of data collection and analysis in Iraq, including field visits to BPCS activity sites. Prior to these visits, the team undertook the following preparation activities:

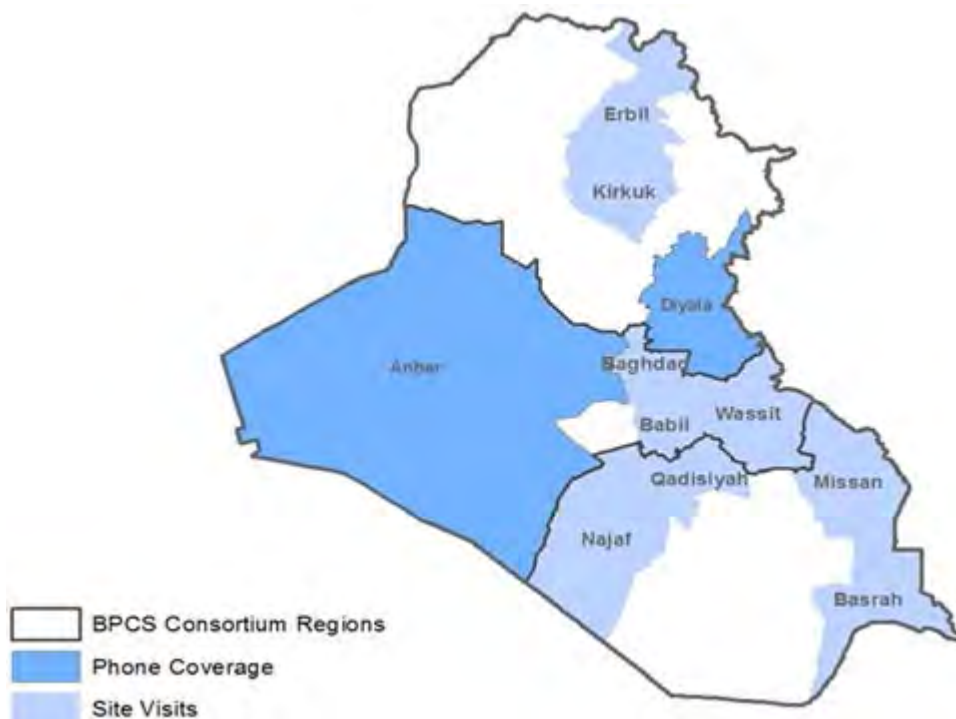
- (1) ***Document Review***: The evaluation focused on documentation of BPCS implementation from start-up in September 2012 through the quarter 10 reporting period (January to March 2015). Documents reviewed included: Implementing Partner (IP) Project Implementation Plans, Quarterly Activity reporting and Performance Management Plans with revisions; USAID Request for Application RFA-267-12-000001, Mercy Corps Technical Application, Cooperative Agreement and modifications; BPCS *Civic Attitudes and Behaviors Survey* (baseline and mid-project with analysis report); USAID portfolio reviews and field monitor reports; sub-grantee solicitation and agreement documents; relevant reports from the Office of the Inspector General; and other background documentation relevant to understanding the operational environment and Iraqi civil society specifically.
- (2) ***Development of data collection tools***: The evaluation expatriate team developed data collection tools (described below) prior to arrival in Iraq. QED's Iraqi team members contributed to tool development in order to ensure culturally appropriate processes for data gathering, locally understandable verbiage in question formation, and verification of appropriateness of questions. QED oversaw professional translation of all tools into Arabic and Kurdish.
- (3) ***Scheduling of field team visits with implementing partners***: Evaluation activities were scheduled in close coordination and cooperation with the BPCS implementing partner. The BPCS COP assigned a BPCS Point of Contact (POC) in each governorate in the evaluation sample in order to (a) minimize burden on any one BPCS staff member and (b) ensure BPCS could readily advise data collectors of location-specific sensitivities. To promote transparency of the evaluation process with BPCS, the evaluation team provided the BPCS COP and POCs with the selection criteria for respondents (including names of specific

individuals or organizations) and a sample agenda for field visits. The COP provided notice of the evaluation activities to program partners and beneficiaries to encourage their participation and to introduce the data collection team members.

- (4) **Training data collector team:** Prior to the arrival of the expatriate team members, Advancing Performance Management Project staff conducted training in data collection skills for data collectors (e.g., interviewing, focus groups, survey, observation, note taking/reporting), administrative requirements (invoicing, travel expense reports), and security measures to be taken while in the field. The expatriate evaluation team members held an additional one-day training of all field data collectors. The training included: Team building; Overview of BPCS consortium members, objectives, and implementation; Presentation of evaluation objectives, theory of change and key research questions; Review of field visit schedule, on-site agendas and key activities; Data collection tools; and Initiation of scheduling process for governorate field visits as well as phone-based interviews.
- (5) **In-Brief with USAID:** Prior to the data collector teams conducting field work, the evaluation team met with USAID in Baghdad to review the evaluation's Design & Methodology Plan and field visit schedule. The evaluation team also received USAID guidance and insight on BPCS implementation, contextual factors that may have impacted results, and key learning expected from evaluation.

Field Visit Locations

The evaluation team collected data on BPCS activities in 11 of the 18 governorates in which the project was implemented. (See *Map of Evaluation Sample of Governorates*.) Beginning on June 1, 2015 the field team began scheduling data collection activities, including in-person visits to nine governorates (Babil, Baghdad, Basrah, Erbil, Kirkuk, Missan, Najaf, Qadassiya, Wassit) and phone-based interviews to two governorates (Anbar and Diyala).



These governorates were selected to provide USAID with a clear understanding of any variation in results in different areas of Iraq, with geographic and contextual variation in the sample, including ethnic and religious diversity, security conditions facing the Iraqi population, distribution of BPCS's CSO partners/sub-grantees, and Marla Fund support. For workload and travel considerations, a two to three-person team was assigned to each governorate. Whenever possible, the team included both a man and a woman in order to provide flexibility in the field when interviews might be more appropriately led by one or the other (e.g., all men or all women respondents). The team spent approximately three days in each governorate.

Due to security concerns, phone-based interviews were conducted for two governorates (Anbar and Diyala). Although these two locations are considered too dangerous for in-person visits, the evaluation team included them in the sample in order to understand USAID's efforts to support civil society under extreme hardship, potentially unique challenges for civil society in these non-permissive environments and possible meaningful support in the future. In order to include BPCS activities that have been implemented in those areas, the team work with BPCS's local POC to conduct telephone/Skype interviews and encouraged participation in the online surveys. In one case, a staff member from an Anbar-based CSO was displaced to a secure location (Baghdad), and the team was able to conduct an in-person interview.

Field Visit Agenda

On-site activities for each governorate were similar, with some variation allowing for unique aspects of BPCS implementation. For example, the data collectors conducted interviews with Marla Fund staff and beneficiaries in governorates in which the local NGOs provided support. Evaluation activities conducted in each location included the following:

- *Key Informant Interviews (1 hour each for BPCS consortium staff and select CSO partners, 20 minutes each for government officials):* One-on-one or group interviews of BPCS consortium staff trainers, coaches, mentors and grant managers; key government partners that included Provincial Council members, Governor's Office staff, or line Ministry officials; Sawa Centers and Hubs; Marla Fund individual beneficiaries; and Marla Fund local NGO staff.
- *Focus Group Discussions (1 hour each):* Facilitated discussions with CSO partners and CSO partner beneficiaries/citizens.
- *Mini-Surveys of Citizen Participants in Focus Group Discussions (5 minutes each):* Brief survey with close-ended questions to provide quantitative frequency data to supplement focus group discussion findings.
- *Project Site Visits (30 minutes to 1 hour each):* On-site observation of CSO partner advocacy outcomes (e.g., new infrastructure or improved service delivery achieved through advocacy efforts), Sawa Center and Hub activities (if available to observe), and Marla Fund community projects (e.g., medical supplies, small business start-up, rebuilt infrastructure).

Additionally, the team interviewed key stakeholders that were either involved in BPCS implementation or well-placed to provide input on BPCS's contribution to the overarching goal of encouraging citizen participation in Iraq's democratic systems. These respondents included BPCS consortium staff, Iraqi central government officials, and Kurdish Regional Government officials.

Finally, evaluation activities that were not site-specific, including online surveys and BPCS program data analysis, are described below.

Data Collection Tools

The evaluation field team gathered data during the field visits using the following instruments:

- (1) *Individual Key Informant Interviews (KII)*: Individual interviews were conducted in a semi-structured format in which all relevant questions were asked, in an order deemed appropriate for the specific interview, and without exact wording required. Each interview was guided by a protocol that was translated into Arabic for ease of use by Iraqi data collectors, including:
 - Introduction to the evaluation purpose,
 - Explanation of confidentiality,
 - Set of common questions asked across respondent types,
 - Individually tailored questions relevant to the specific background and experience of the respondent type, and
 - Follow-up probes for further clarification in the course of the interview.

As appropriate, several people from the same organization or agency at times participated together in an interview.

- (2) *Focus Group Discussion (FGD)*: Each focus group included no more than eight people. Discussions focused on participants' experience with BPCS's CSO partners, benefits accrued to the individual or his/her community, likelihood of sustainability of those benefits, shifts in perceptions and attitudes toward Iraqi CSOs, and lessons learned regarding mechanisms for citizen participation. Invited participants were CSO partners (including grantees, organizational development support recipients, both grant and OD support recipients) and CSO partner beneficiaries / community members (i.e., indirect BPCS beneficiaries).
- (3) *Mini-Surveys*: Mini-surveys with primarily closed-ended questions provided quantitative data on BPCS CSO partner beneficiaries/citizens in order to supplement qualitative data. As focus group members were gathering, a data collector field team member circulated the mini-survey for completion, providing individualized assistance if the respondent was unable to read or write.
- (4) *Online-Survey*: The evaluation team circulated via email a link to an online survey for consortium program staff (e.g., OD coaches, assessment facilitators, advocacy officers, trainers, etc.) and CSO partners (including recipients of grants, OD support or both). The survey was translated into English, Arabic and Kurdish. The survey was designed to be completed in approximately 15 minutes with primarily close-ended questions (e.g., multiple choice, ranking most/least important, Likert Scale of strongly agree/disagree, etc.).

Analysis of Question 2(a) – Comparison of grantee performance between CSOs with and without OD support

In order to determine whether subawardees met or did not meet their objectives the evaluators studied documentation provide by BPCS, including:

- Request for Applications for elections (3 cycles), policy advocacy (3 cycles) and collaboration (1 cycle)
- CSO project proposal summaries for all cycles
- Final reports and success stories available prior to June 25, 2015
- BPCS field monitoring reports
- Tracker of planned and actually implemented activities maintained by BPCS staff.

Evaluation team members also conducted individual interviews with BPCS staff responsible for the subaward monitoring to determine progress toward stated goals. The evaluation team members compared the stated goals in the RFA to the final report (election rounds 1-3 and Advocacy Round 1) and to grant tracker and BPCS staff statements (Advocacy Rounds 2 and 3, collaboration round 1) to determine if subawardees successfully achieved goals. For the subawards that had not closed at time of data collection, the evaluation team made a determination if the subawardee was on track to meet stated objectives.

Key Stakeholders and Sample Size

The evaluation team included the following categories of key stakeholders in the data collection activities (See *Number and Types of Respondents*):

- (1) *BPCS Implementing Partner and Consortium staff*: The evaluation team conducted these interviews in-person with a few conducted over the phone or via Skype due to location of respondent. Additionally, all relevant staff members (64 persons) were asked to complete the online survey with 54 responding (84 percent response rate). The positions/roles of people included in interviews were the following:
 - Mercy Corps Country Director
 - Chief of Party
 - Consortium Partners: ACDI/VOCA, ICNL (3H, Iraqi Al-Amal Association), Internews, Mercy Hands, PAO
 - Senior Program Director
 - M&E Manager
 - Marla Fund Program Manager
 - Subawards & Compliance Director
 - Advocacy Officers
 - Organizational Development Officers
 - Trainers, Coaches, Mentors
 - Civic Engagement Manager

Number and Type of Respondent

RESPONDENT TYPE	ALL	Male	Female	% Female
KII Respondents	118	76	42	36%
<i>BPCS Staff</i>	34	24	10	29%
<i>Government Official</i>	18	11	7	39%
<i>Hubs/Sawa Center</i>	16	10	6	38%
<i>Marla Fund LNGO (6)</i>	9	5	4	44%
<i>Marla - Individual Projects (26)</i>	33	19	14	42%
<i>Marla - Community Projects (7)</i>	8	7	1	13%
CSO FGD (10)	73	49	24	33%
Citizen FGD (10) and Mini-Survey	54	35	19	35%
Online Survey – Staff	54	40	14	26%
Online Survey – CSOs	81	60	21	26%
CSO /Sawa Center Activity Site Visits	7	-	-	-

- (2) *CSO Partners (Of 143 CSO partners: (1) 85 were invited to participate in focus group discussions with 73 persons attending (approximately 85 percent participation rate, however, likely to be actually lower because at times more than one person came from the same CSO); (2) 4 CSOs from Anbar and 8 CSOs from Diyala were interviewed over the phone (except 1 of the CSOs from Anbar, which was interviewed in Baghdad) with 11 responding (92 percent response rate); (3) all 138 CSOs for which BPCS provided the evaluation team with email addresses were invited to participate in the online survey with 81 responding (approximately 59 percent response rate, although it may be lower if more than one person from the same organization replied): BPCS's CSO partners were recipients of sub-grants and/or organizational development support. BPCS sub-grants supported elections, collaboration, humanitarian assistance and advocacy projects. Invited CSO points of contact were typically the Executive Director.*
- (3) *Hubs and Sawa Centers:* Sixteen Hubs and Sawa Centers were visited with observation of activities, when available. All Hubs and Sawa Centers were invited to participate in the online survey.
- (4) *Marla Fund Local NGOs (7 total active at time of field visit with (1) 5 visited; (2) 1 phone interview; and (3) 7 invited to participate in survey):* All seven Marla Fund LNGOs were invited to participate in the online survey. Five were interviewed during field visits, and one located in Diyala was interviewed over the phone due to security concerns.
- (5) *CSO Partner Beneficiaries/Citizens (approximately 70 beneficiaries were expected and 54 actually attended across the 9 visited governorates):* With the coordination of CSO partners, data collectors conducted focus groups of individual community members who have benefited from BPCS through CSO partner sub-grantee activities (e.g., civic education, election mobilization, advocacy, collaboration and/or humanitarian support). At each of the 9 visited governorates, data collectors convened one focus group of CSO partner beneficiaries/citizens. All participants were asked to complete the mini-survey. Target populations included women, youth, IDPs, persons with disabilities, and ethnic and

religious minorities. Although these respondents are indirect beneficiaries of BPCS activities, they are an extremely important target audience for USAID support.

- (6) *Marla Fund Beneficiaries (0-5 individual beneficiaries were interviewed with 26 of 32 planned individual projects visited and 33 persons interviewed, and 7 of 7 planned community project visited with 8 persons interviewed)*: With the coordination of Marla Fund LNGOs, data collectors interviewed 1 community project (Basrah did not have any community projects) and approximately 4 individual beneficiaries in each of the eight visited governorates supported by the Marla Fund where a Marla Fund LNGO was operating. The evaluation team leader selected the individual projects to be visited based on purposive sample to ensure that at least one mini-market, one rural/livestock, and one female beneficiary were included in the sample. Additionally, every effort was made to reduce travel distances but this was not always possible in order to include rural/livestock beneficiaries. Community projects were selected to ensure a variety of types of projects (e.g., health facility, school facility, park/recreation facility). Interviews were conducted at the beneficiary's place of work or home, whichever was preferred by the beneficiary.
- (7) *Iraqi Government Officials (subnational, central and KRG government officials)*: At the central and regional levels, evaluation team members interviewed the NGO Directorate (Baghdad and Erbil offices) and the Central Commission on Compensation of Persons Affected by War Operations, Military Mistakes and Terrorist Acts (Compensation Commission). Local government officials included Provincial Council members and Governors' Office representatives.

A matrix organizing the evaluation questions, the data collection methods used for each question, and the data analysis method used for each question is as follows:

QUESTIONS AND SUB-QUESTIONS	MEASURES/INDICATORS	DATA SOURCES	TYPE ²² & SIZE OF SAMPLE ²³	DATA ANALYSIS PLAN	INSTRUMENTS ²⁴
1. How and to what extent has BPCS project achieved its overarching objective (i.e., Strengthen Iraq's transition to participatory democracy) and expected results? (IR1, IR3, IR4)					
1.1 To what extent was democratic engagement of citizens increased (IR1)?	1.1.1 Increase in community members' understanding of and participation in advocacy process	Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) Beneficiaries – CSO Partners Beneficiaries – Marla Fund Journalists	Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 MF Ben = 25 Media = 15	Qualitative analysis of community members' self-assessment, demonstration of knowledge, third-party observation of citizen engagement, and specific examples of application. Analysis of differences in responses based on CSO, sex, governorate, age.	KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries Online Survey - Media
	1.1.2 Increase in citizen volunteer activities	Marla Fund staff Hub / Sawa staff CSO Staff Beneficiaries - CSO Partners Beneficiaries – Marla Fund	MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 CSO Ben = 72 MF Ben = 25	Qualitative analysis of citizen self-assessment and CSO observation. Analysis of differences in responses based on governorate, sex, age, CSO type (i.e., grantee, OD, grant/OD).	KII – MF, Hub, Sawa FGD – CSO FGD – Beneficiaries Online Survey – CSO Mini-Survey – Beneficiaries

²² Consortium = Mercy Corps, ACDI/VOCA, ICNL, Internews, Mercy Hands, PAO, 3H, Iraqi Al-Amal Association; CSO = grantees, Organizational Development support recipients, Marla Fund Local NGOs, Hubs, Sawa Centers; Beneficiaries = beneficiaries of CSO activities and Marla Fund support; LGOV = Local Government (Provincial Council, Governors Offices, Director General Offices, Line Ministries); CGOV = Central Government (Prime Ministers Advisory Council, Council of Representatives, Ministries, NGO Directorate, Compensation Commission); KRG = Kurdish Regional Government (NGO Directorate)

²³ Please refer to Figure 2: *Number and Types of Respondents* for a summary of how the number of respondents is estimated.

²⁴ FGD = Focus Group Discussions, KII = Key Informant Interviews, M-S = Mini-Survey, O-S = Online Survey, PO = Project Observation

	<p>1.1.3 Increase in CSO advocacy capacity for policy and service improvements: (1) knowledge of processes, (2) examples of advocacy activities</p>	<p>Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) Beneficiaries - CSO Partners Beneficiaries – Marla Fund Journalists</p>	<p>Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 MF Ben = 25 Media = 15</p>	<p>Qualitative analysis of CSO self-assessment, demonstration of knowledge, third-party observation of advocacy activities, and specific examples of application. Analysis of differences in responses based on governorate and CSO type (i.e., grantee, OD, grant/OD). “Bright Spot” examples of high-level achievement.</p>	<p>KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries Online Survey - Media</p>
	<p>1.1.4 CSO engagement of marginalized populations (women, religious/ethnic minorities, IDPs, youth, PWD) --Adapted outreach strategies? --Measures of success? --Level of participation? --Level of benefit?</p>	<p>Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Beneficiaries - CSO Partners Beneficiaries – Marla Fund</p>	<p>Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 CSO Ben = 72 MF Ben = 25</p>	<p>Qualitative analysis of community (especially those from target populations) and CSO responses regarding ability of CSO to adapt outreach strategies, increase inclusivity in advocacy efforts, tailor advocacy message to support vulnerable groups, and ensure equity in distribution of benefits/services. Analysis of differences in responses based on CSO type, vulnerable group, governorate.</p>	<p>KII – Consortium KII – MF, Hub, Sawa FGD – CSO FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries</p>
<p>1.2 To what extent was civil society’s impact on public policy increased (IR3)?</p>	<p>1.2.1 Number of new citizen/government engagement mechanisms</p>	<p>Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) Beneficiaries - CSO Partners Beneficiaries – Marla Fund BPCS Quarterly Reports</p>	<p>Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 MF Ben = 25</p>	<p>Qualitative analysis of community and CSO descriptions of mechanisms. Frequency analysis of mechanisms. Analysis of differences based on CSO type, sex, governorate, age. “Bright Spot” examples of high-level achievement.</p>	<p>KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries</p>

	1.2.2 Outcomes of citizen/government engagement (e.g., change in services, policies, processes, awareness, satisfaction)	Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) Beneficiaries - CSO Partners Beneficiaries – Marla Fund Journalists BPCS Quarterly Reports	Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 MF Ben = 25 Media = 15	Qualitative analysis of respondent descriptions of direct outcomes of advocacy efforts. Frequency analysis of outcomes. Analysis of differences in responses based on respondent type, sex, governorate, age. “Bright Spot” examples of high-level achievement.	KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries Online Survey – Media
	1.2.3 Level of variation in advocacy strategies and outcomes at community, sub-national, national levels of engagement	Consortium staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) Beneficiaries - CSO Partners Beneficiaries – Marla Fund Journalists	Consortium = 24 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 Media = 15	Observations of patterns of variance in approaches to national-level v. community level advocacy. Analysis of differences by governorate and CSO type.	KII – Consortium KII – Hub, Sawa KII – Gov FGD – CSO FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries Online Survey - Media
	1.2.4 Changes in government officials’ perception of and receptivity to CSOs	Consortium staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) Beneficiaries - CSO Partners Beneficiaries – Marla Fund Journalists	Consortium = 24 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 Media = 15	Qualitative analysis of respondent perception of changes in relationships between CSOs and government (e.g., adversary, watchdog, trusted partner, technical/ knowledge expert). Analysis of differences in responses based on CSO type, governorate.	KII – Consortium KII – Hub, Sawa KII – Gov FGD – CSO FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries Online Survey - Media
1.3 To what extent was the enabling environment for civil society improved (IR4)?	1.3.1 Laws, policies, regulations affecting NGOs drafted and/or implemented	Consortium staff (ICNL) CSO Staff Gov (central, KRG, local) Journalists ICNL final report	Consortium = 2 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 Media = 15	Identification of new laws, policies, regulations. Snapshot of current status, projected results, remaining gaps. Analysis of differences in responses based on CSO type and governorate.	KII – Consortium KII – Gov FGD – CSO Online Survey – CSO Online Survey – Consortium Online Survey – Media

	1.3.2 Changes in government financial support/contracting mechanisms for CSOs	Consortium staff (ICNL) MF staff Hub / Sawa staff CSO Staff Gov (central, KRG, local)ICNL final report	Consortium = 2 MF Staff = 8 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18	Identification of new government contracting and funding mechanisms with CSOs.	KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO Online Survey – CSO Online Survey – Consortium
	1.3.3 Transparency and access to information	Consortium staff (ICNL) CSO Staff Gov (central, KRG, local) JournalistsICNL final report	Consortium = 2 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 Media = 15	Identification of changes in access to government information and remaining gaps. Analysis of differences in responses based on CSO type and governorate.	KII – Consortium KII – Gov FGD – CSO Online Survey – CSO Online Survey – Consortium Online Survey – Media
	1.3.4 Extent to which key relationships transformed	Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) Beneficiaries - CSO Partners Beneficiaries – Marla Fund Journalists	Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 MF Ben = 25 Media = 15	Net-Mapping of key relationships (links, influence), including CSO-government. CSO-CSO, CSO-Media, CSO-community. Analysis of differences in responses based on CSO type, governorate.	KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO, MF FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries Online Survey - Media
2. To what extent has the project contributed to improving performance and organizational capacity of partner CSOs? (IR2)					

2.1 Create CSO Beneficiary Table.	(1) CSOs that receive only grants (grant-only), (2) CSOs that received only organizational development assistance (OD-only), and (3) CSOs that received organizational development assistance and grants (OD/grant).	Consortium Staff (M&E Manager, Grants Manager) BPCS program records BPCS grant records	Consortium = 2	Frequency table, cross-tabs. Tables will summarize the type of BPCS assistance provided for each CSO partner according to the three major categories of interest (OD only, Grant only, OD/Grant). One table will be sorted by governorate and a second table will be sorted by the three major categories. This document will be provided as an annex but also as a separate document to enable USAID to sort and filter as needed.	BPCS records of CSO supports (types: OD only, Grant only, OD/Grant)
2.2 How do the effectiveness of grant-only and OD/grant CSOs compare in terms of meeting grant objectives?	2.2.1 Difference in % of CSOs that meet objectives	Grant reports on status of objectives, organizational development plans and grant documentation	CSO data = TBD	Quantitative analysis will compare variation in meeting grant objectives based on independent intervention variables (i.e., grant only v. OD/grant). Review of (1) sub-grantee summaries of objectives, and (2) sub-grantee final reports in order to determine level of successful completion of objectives. If appropriate, analysis will allow for identification of when partial successes have been made and not only binary results (i.e., did/did not meet objectives).	BPCS records of CSO supports (types: Grant only, OD/Grant) Sub-grantee summaries Sub-grantee final reports

	2.2.2 Possible explanatory factors	<p>Consortium staff Hub / Sawa staff CSO Staff</p> <p>Grant reports on status of objectives, organizational development plans and grant documentation.</p>	<p>Consortium = 24 Hub/Sawa = 12 CSO data = TBD</p>	<p>Qualitative and quantitative analysis to isolate possible explanation of differences due to independent variables. Data comparing % success rates between the two types will be further disaggregated by governorate and type of grant (i.e., humanitarian, election, coordination, advocacy) to determine if these factors affect outcomes. For example, are CSOs generally more successful conducting election activities v. advocacy? Or are CSOs generally more successful in reaching objectives in one government than another (which might pertain to an issue of enabling environment and not just the BPCS intervention). Qualitative data from KII (BPCS staff, Sawa Centers, Hubs) and FGD with CSOs will help in identifying what supports might have been most helpful to achieving grant objectives.</p>	<p>BPCS records of CSO supports (types: Grant only, OD/Grant) Sub-grantee summaries Sub-grantee final reports KII – Consortium KII – Hub, Sawa FGD – CSO Online Survey – CSO Online Survey – Consortium</p>
2.3 How did the OD/grant and OD-only CSOs perform vis-a-vis organizational assessment tools?	2.3.1 % of CSOs that improve organizational functioning	OD Pre/Post Assessments OD plans	CSO data = TBD	<p>Quantitative analysis will compare variation in organizational capacity improvements in BPCS's pre/post OD assessment documentation. (i.e., OD only v. OD/grant). Review of (1) pre-intervention assessment, and (2) post-intervention assessments one-year later in order to determine if CSOs are more or less likely to improve their organizational capacity as a result of receiving a grant.</p>	<p>BPCS records of CSO supports (types: OD only, OD/Grant) Pre/Post Assessments</p>

	2.3.2 Possible explanatory factors	<p>Consortium staff Hub / Sawa staff CSO Staff</p> <p>Grant reports on status of objectives, organizational development plans and grant documentation.</p>	<p>Consortium = 24 Hub/Sawa = 12 CSO data = TBD</p>	<p>Qualitative and quantitative analysis to isolate possible explanation of differences due to independent variables. Using BPCS assessment results from initial assessment and one-year later assessments, analysis will study whether adding funding and corresponding reporting requirements for a specific objective/activity affect CSO's organizational capacity. In addition to disaggregating data by OD only and OD/grant, analysis will disaggregate by governorate to capture effects of different enabling environments. Qualitative data from KII (BPCS staff, Sawa Centers, Hubs) and FGD with CSOs will help in identifying what supports might have been most helpful to improving organizational capacity.</p>	<p>BPCS records of CSO supports (types: OD only, OD/Grant) Pre/Post Assessments KII – Consortium KII – Hub, Sawa FGD – CSO Online Survey – CSO Online Survey – Consortium</p>
	2.3.3 What are remaining capacity gaps for Iraqi CSOs?	<p>Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) Beneficiaries - CSO Partners Beneficiaries – Marla Fund Journalists BPCS Pre/Post OD Assessments</p>	<p>Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 MF Ben = 25 Media = 15</p>	<p>Gap analysis based on CSO self-assessment, technical assistance experts' observations and pre/post OD assessment. Actionable recommendations. Analysis of differences in responses based on respondent type.</p>	<p>KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries Online Survey – Media</p>

2.4 What are citizen perceptions of supported CSOs (grant-only, OD-only, OD/grant)?	2.4.1 Trustworthy	Beneficiaries - CSO Partners Beneficiaries – Marla Fund Journalists	CSO Ben = 72 MF Ben = 25 Media = 15	Qualitative analysis of citizen testimony of CSO status as credible/trustworthy societal actor. Analysis of differences in responses based on CSO, sex, governorate, age.	FGD – Beneficiaries Mini-Survey – Beneficiaries Online Survey - Media
	2.4.2 Effective	Beneficiaries - CSO Partners Beneficiaries – Marla Fund Journalists	CSO Ben = 72 MF Ben = 25 Media = 15	Qualitative analysis of citizen testimony of CSO status as effective societal actor. Analysis of differences in responses based on CSO, sex, governorate, age.	FGD – Beneficiaries Mini-Survey – Beneficiaries Online Survey - Media
3. Did the project identify and seize windows of opportunity to advance the project objectives?					
3.1 How did BPCS support of CSOs during Iraqi and KRG parliamentary elections (2014) encourage citizen participation in democratic processes?	3.1.1 Perception of government officials of CSO involvement	Gov (central, KRG, local) CSO election sub-grantees BPCS staff	C/KRG Gov = 6 Loc Gov = 18 CSO Staff = 40 BPCS Staff = 3	Documentation of government officials' retrospective statements. Analysis of differences in responses based on governorate and type of official.	KII – Gov FGD – CSO Online Survey – CSO KII - BPCS
	3.1.2 Perception of journalists	Consortium (Comms Mgr, Internews) Journalists	Consortium = 2 Media = 15	Anecdotal documentation of journalists' retrospective statements. Analysis of differences in responses based on governorate and type of media outlet.	KII - Consortium Online Survey - Media
	3.1.3 CSO self-assessment of contribution/efficacy	Hub / Sawa staff CSO Staff	Hub/Sawa = 12 CSO staff (elections)	Qualitative analysis of CSO self-assessment of contribution and reports on completion of grant objectives. Analysis of differences based on CSO type.	KII – Hub, Sawa FGD – CSO (election) Online Survey – CSO Election grantee reports (status of objectives)

	3.1.4 Output measures of citizen engagement activities	Consortium staff (Grants Mgr, M&E Mgr) Hub / Sawa staff CSO Staff	Consortium = 2 Hub/Sawa = 12 CSO staff (elections)	Frequency table of key election related outputs (e.g., # of monitors, # of civic education events, exit polling). Analysis of differences based on CSO type.	KII – Consortium KII – Hub, Sawa FGD – CSO (elections) Election grant reports BPCS quarterly reports
3.2 How did BPCS’s support of CSOs in responding to humanitarian crisis encourage citizen participation in democratic processes?	3.2.1 CSO self-assessment of contribution / efficacy	Hub / Sawa staff CSO Staff	Hub/Sawa = 12 CSO staff (humanitarian)	Qualitative analysis of CSO self-assessment of contribution and reports on completion of grant objectives. Analysis of differences based on CSO type.	KII – Hub, Sawa FGD – CSO (humanitarian) Online Survey – CSO Humanitarian grantee reports (status of objectives)
	3.2.2 Output measures of CSO activities that supported IDPs in self-help assistance and advocacy	Consortium staff (Grants Mgr, M&E Mgr) Hub / Sawa staff CSO Staff CSO Beneficiaries (IDP)	Consortium = 2 Hub/Sawa = 12 CSO staff (humanitarian) CSO Ben (IDP)	Frequency table of key humanitarian assistance related outputs (e.g., supplies, persons assisted, advocacy mechanisms, community engagement mechanisms). Analysis of differences based on CSO type.	KII – Hub, Sawa FGD – CSO (humanitarian) FGD –CSO Bens Humanitarian assistance grant reports BPCS quarterly reports
3.3 How did BPCS support of CSOs in responding to other windows of opportunity encourage citizen participation in democratic processes?	3.3.1 Output measures of CSO activities for other “windows of opportunity” for increasing citizen participation	Consortium staff (Grants Mgr, M&E Mgr) Hub / Sawa staff CSO Staff	Consortium = 2 Hub/Sawa = 12 CSO staff = 40	Description of “windows of opportunity” (e.g., provincial budget process, new legislation, etc.). Frequency table of key outputs. Analysis of differences based on CSO type.	KII – Hub, Sawa FGD – CSO Advocacy grantee reports BPCS quarterly reports

	3.3.2 CSO self-assessment of contribution / efficacy	Hub / Sawa staff CSO Staff	Hub/Sawa = 12 CSO staff = 40	Qualitative analysis of CSO self-assessment of contribution and reports on completion of advocacy grant objectives. Analysis of differences based on CSO type.	KII – Hub, Sawa FGD – CSO Online Survey – CSO Advocacy grantee reports (status of objectives)
4. To what extent did BPCS partners assist civilian victims of conflict through the Marla Fund, as per the Fund's defined purpose? (IR5)					
4.1 How did BPCS support to individuals and families help them to overcome losses?	4.1.1 Number/types of individual support activities	Consortium staff (MF Program Mgr, M&E Manager) Marla Fund staff MF Beneficiaries	Consortium = 2 MF Staff = 6 MF Ben = 25	Frequency table with descriptive variables. Analysis of differences by indiv v. community grant, governorate, LNGO.	KII – Consortium KII – MF FGD – MF Beneficiaries Online Survey – Consortium Online Survey – MF Mini-Survey – MF Ben MF Program records
	4.1.2 <i>Most Significant Change</i> as result of support	Consortium staff (MF Program Mgr, ACIDI/VOCA) Marla Fund staff MF Beneficiaries	Consortium = 2 MF Staff = 8 MF Ben = 56	Frequency table with descriptive variables. Analysis of differences by indiv v. community grant, governorate, LNGO.	KII – Consortium KII – MF FGD – MF Beneficiaries Online Survey – Consortium Online Survey – MF Mini-Survey – MF Ben
4.2 How did BPCS support to communities help them to overcome losses?	4.2.1 Number/types of community support activities	Consortium staff (MF Program Mgr, M&E Manager) Marla Fund staff MF Beneficiaries	Consortium = 2 MF Staff = 6 MF Ben = 25	Frequency table with descriptive variables. Analysis of differences by indiv v. community grant, governorate, LNGO.	KII – Consortium KII – MF FGD – MF Beneficiaries Online Survey – Consortium Online Survey – MF Mini-Survey – MF Ben MF Program records

	4.2.2 Changes in community resiliency and available services	Consortium staff (MF Program Mgr, ACDI/VOCA) Loc Gov Marla Fund staff MF Beneficiaries	Consortium = 2 Loc Gov = 18 MF Staff = 6 MF Ben = 25	Qualitative analysis of beneficiary testimony and observations by local leaders and MF staff. Analysis of differences by governorate, LNGO.	KII – Consortium KII – Gov KII – MF FGD – MF Beneficiaries Online Survey – Consortium Online Survey – MF Mini-Survey – MF Ben
4.3 What are strategies for sustainability beyond BPCS performance	4.3.1 Local NGO capacity to continue providing services to individuals/communities	Consortium staff (MF Program Mgr, ACDI/VOCA) Marla Fund staff	Consortium = 2 MF Staff = 8	LNGO self-assessment and consortium organizational assessments. Analysis of differences by governorate, LNGO.	KII – Consortium KII – MF Online Survey – Consortium Online Survey – MF Pre/Post OD Assessment
	4.3.2 Likelihood of Government support for target population	Consortium staff (MF Program Mgr) Loc Gov Central Gov (Compensation Com) Marla Fund staff	Consortium = 1 Loc Gov = 18 Central Gov = 1 MF Staff = 6	Respondents' perceptions regarding political will to provide support for Iraqi victims of war.	KII – Consortium KII – Gov KII – MF
	4.3.3 Type of ongoing need	Consortium staff (MF Program Mgr, ACDI/VOCA) Loc Gov Central Gov (Compensation Com) Marla Fund staff MF Beneficiaries	Consortium = 2 Loc Gov = 18 Central Gov = 1 MF Staff = 6 MF Ben = 25	Qualitative analysis of beneficiary testimony and observations by government leaders and MF staff. Analysis of differences by governorate, LNGO.	KII – Consortium KII – Gov KII – MF FGD – MF Beneficiaries Online Survey – Consortium Online Survey – MF Mini-Survey – MF Ben
5. What issues emerged during implementation and what lessons were learned from the implementation of BPCS?					

5.1 What external factors positively/negatively impacted BPCS implementation?		Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) Beneficiaries - CSO Partners Beneficiaries – Marla Fund Journalists	Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 MF Ben = 25 Media = 15	Qualitative analysis of responses with post-coding for major themes (e.g., security, regional dynamics, political context, economic shifts, USAID directives, partner changes). Analysis of durability of critical assumptions. Analysis of differences in responses based on respondent type.	KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO Online Survey – CSO Online Survey – Consortium Online Survey - Media
5.2 What were positive/negative unanticipated results of BPCS activities?		Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) CSO Beneficiaries MF Beneficiaries Journalists	Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 MF Ben = 25 Media = 15	Qualitative analysis of responses with post-coding for major themes (e.g., CSO engagement, community response, government response, system change, emergent leaders). Analysis of durability of critical assumptions. Analysis of differences in responses based on respondent type.	KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries Online Survey - Media
5.3 What modifications would be recommended for grant making process to local CSOs?		Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff	Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40	Actionable recommendations. Analysis of differences in responses based on respondent type.	KII – Consortium KII – MF, Hub, Sawa FGD – CSO Online Survey – CSO Online Survey – Consortium

5.4 What external (i.e., non-capacity) obstacles face Iraqi CSO sustainability?		Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) CSO Beneficiaries MF Beneficiaries Journalists	Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 MF Ben = 25 Media = 15	Gap analysis of enabling environment. Actionable recommendations. Analysis of differences in responses based on respondent type.	KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO, MF FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries Online Survey – Media ICNL final report
5.5 What opportunities/obstacles face Iraqi participation in democratic governance?		Consortium staff Marla Fund staff Hub / Sawa staff CSO Staff Gov (central, KRG, local) CSO Beneficiaries MF Beneficiaries Journalists	Consortium = 24 MF Staff = 6 Hub/Sawa = 12 CSO staff = 40 C/KRG Gov = 6 Loc Gov = 18 CSO Ben = 72 MF Ben = 25 Media = 15	Actionable recommendations. Analysis of differences in responses based on respondent type.	KII – Consortium KII – MF, Hub, Sawa KII – Gov FGD – CSO FGD – Beneficiaries Online Survey – CSO Online Survey – Consortium Mini-Survey – Beneficiaries Online Survey – Media Consortium final reports

Annex 3. Question 2: Table of CSOs by Type (OD Only, OD/Subaward, Subaward-Only)

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
	TOTALS		85	26	35	29	8	1	14	12	3	9	10	10	4	6	9	77
1	Abe Dalaf Foundation for Relief and Development	Salah ad Din	1															0
	Abn Roshd of Development & Democracy	Karbala	1															0
	Abwab Alrahma for Relief and Development Organization (ARRD)	Diyala			1													0
	Afkar Society For Development & Relief	Anbar	1															0
	Ajial Association for Intelligence and Creation Development (AAICD)	Diyala							1		1	1						3
	Akad Cultural Institute (ACI)	Babel	1	1		1					1							1
	Al Ahrar for Human Rights Organization (AHRO)	Maysan	1	1		1										1		1
	Al Amal Independent League	Maysan	1			1			1									1

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
9	(AIL)																	
	Al Byadaa Center For Economy Development (BCED)	Salah ad Din	1															0
	Al Ehya'a Scientific Association (ESA)	Anbar			1													0
	Al Erada Organization for Relief and Development	Diyala	1															0
	Al Ethar Humanitarian Foundation (Al Ethar)	Baghdad			1												1	1
	Al Farabi Foundation for Scientific Progress	Najaf	1															0
	Al Farasha Organization for Childhood (FOC)	Kirkuk			1													0
	Al Furat Foundation for Woman and Child Care (FFWCC)	Qadisiya	1	1														0
	Al Haq Organization for Human Rights Culture (HOHRC)	Kirkuk	1			1						1						1
	Al Huda for Strategic Studies	Missan	W															0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training		Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
18	(withdrew)																	
	Al Hurea Association for Country Development	Najaf	1															0
	Al Ihsan Organization for the Expelled and Displaced (IOED)	Diyala			1													0
	Al Izdihar Al Iraqi	Wasit								1								1
	Al Izdihar Association for Family and Child Care (IAFC)	Wasit			1													0
	Al Kawther Society for Helping Poor Families (KSHPF)	Wasit			1													0
	Al Khair Humanity Organization (KHO)	Maysan	1															0
	Al Mahaba we al Salam Forum for Students and Youth	Anbar	1															0
	Al Mir'at Center for Monitoring and Developing Media Performance (Al Mir'at)	Babel	1	1														0
	Al Muna Humanity Organization	Anbar	1															0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training		Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
27	Al Murshed Center for Economic Development (AMC)	Kirkuk	1				1											0
28	Al Najah Center For Training & Development	Basra	1	1														0
29	Al Noor Universal Foundation (NUF)	Diyala	1	1		1			1				1					2
30	Al Rafidain Women's Organization (RWO)	Babel, Muthanna	1	1		1						1						1
31	Al Salam Media Center (SMC)	Wasit	1	1														0
32	Al Shams Organization for Special Needs (Al Shams)	Kirkuk			1												1	1
33	Al Tadamun Iraqi League for Youth	Anbar	1			1								P				1
34	Al Zuhoor Women's Organization (ZWO)	Baghdad	1	1			1											0
35	Alind Organization for Youth Democratizing (Alind)	Dahuk	1															0
36	Almalwiya Relief Foundation for Development (ARFD)	Salah ad Din	1	1			1											0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
37	Alpha Organization for Expanding Capacity (AOEC)	Erbil			1													0
38	Amal Al Watan Center for Development (AAW)	Ninawa	1				1											0
39	Amal Humanitarian Association (Al Amaal)	Basra	1			1				1								1
40	Ameen Association for Relief and Development (AARD)	Basra							1									1
41	ANHUR For Education Human Rights Foundation (withdrew)	Dhi Qar	W															0
42	Assembly of Al-Inbithaq for Development and Economic Development (AIDED)	Wasit	1			1							1					1
43	Awan Organization for Awareness and Capacity Development (Awan)	Qadisiya	1			1		PAO	1									1
44	Babylon National Association (BNA)	Babel								1								1

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
45	Baghdad Women Association (BWA)	Baghdad	1	1		1							1	1				2
46	Bahjat Al Fouad (BFRCT)	Basra	1	1			1											0
47	Bent Al Rafedain Organization	Babel			1													0
48	Biladi Foundation (withdrew)	Dhi Qar	W															0
49	Bojeen Organization for Human Development (Bojeen)	Dahuk							1									1
50	Bothoor alkhaer organization	Diyala	1															0
51	Bustan Association for Children Protection and Education (Bustan)	Sulaymaniya h										1		1		1		3
52	City of Brotherhood and Peace Organization (CBPO)	Kirkuk			1												1	1
53	Civic Center for Studies & Legal Reform (CCSLR)	Baghdad	1			1								1				1
54	Civil Development Organization (CDO)	Sulaymaniya h									1							1
55	Civil Society Initiative (CSI)	Sulaymaniya h												1				1

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training		Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
56	Civilian Dialogue Organization (CDO)	Babel							1									1
57	Cultural and Humanitarian Iraqi Future Organization (CHIFO)	Najaf	1	1														0
58	Cultural Assembly for Democracy	Karbala	1															0
59	Culture for All	Baghdad								1								1
60	Democracy and Human Rights Development (DHRD)	Sulaymaniya h	1															0
61	Dhi Qar Forum	Dhi Qar	1					PAO										0
62	Enmaa Center for Research and Studies (Enmaa)	Babel	1			1							1			1		2
63	Fatema House Charity Women (Fatema House) (withdrew)	Baghdad	W															0
64	Foundation of United for Relief and Sustainable Development (FURSD)	Kirkuk			1													0
65	Future Creators Organization for Human Rights (FCOHR)	Wasit	1															0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
66	General Alarqam Cultural Charity (General Alarqam)	Basra	1															0
67	Hadaya Society for Human Rights and Civilian Development Community (Haday Society)	Basra	1															0
68	Hammurabi Human Rights Organization (HHRO)	Salah ad Din	1			1				1		1						2
69	Haraa Humanitarian Organization (HHO)	Diyala	1	1			1											0
70	Harikar Non-Governmental Organization (Harikar)	Dahuk	1															0
71	Hawaa Organization for Relief and Development (Hawaa)	Diyala	1															0
72	Hope and Peace Organization (al Rajaa and al Salam Organization for Civil Rights)	Erbil	1															0
73	Human Aid Society for Iraqi Turkmen Women	Kirkuk	1															0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
74	Human Rights Organization in Wasit (HROW)	Wasit	1	1		1	1			1		1			1			3
75	Humanity League for Youth Care (HLYC)	Qadisiya			1												1	1
76	ICAN (withdrew)	Babel	W															0
77	Ideal Women Organization (IWO)	Muthanna	1	1														0
78	Insan Iraqi Society for Relief and Development (INSAN)	Kirkuk	1			1			1				1			1		3
79	Iraq Foundation for Cultural Liaison (IFCL)	Muthanna	1			1							1				1	2
80	Iraq Reconstruction Institute (IRI)	Muthanna	1															0
81	Iraqi Aid Committee (withdrew)	Karbala	W															0
82	Iraqi Al Firdaws Society (IFS)	Basra	1	1	1	1			1	1			1				1	4
83	Iraqi Al Mortaqa Foundation for Human Development (IMFHD)	Baghdad			1													0
84	Iraqi Association of Care Juveniles and Elderly (IACJE)	Ninawa	1	1														0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
85	Iraqi Center for Human Rights Activists (ICHRA)	Basra	1			1								1	1			2
86	Iraqi Center for Women and Child Rights (ICWCR)	Najaf	1	1				PAO										0
87	Iraqi Dar al Salam Center (withdrew)	Baghdad	W															0
88	Iraqi Family Organization (IFO)	Ninawa	1			1				1								1
89	Iraqi Human Rights Watch (IHRW)	Karbala, Babel, Najaf, Qadisiya	1	1			1											0
90	Iraqi Institute for Economic Reform (IIER)	Baghdad													1			1
91	Iraqi Local Government Association (ILGA)	Baghdad	1															0
92	Iraqi Society for Change (ISC)	Maysan			1													0
93	Iraqi Teacher Committee for Women (ITCW)	Baghdad			1													0
94	Iraqi Women Foundation (IWF)	Baghdad	1															0
95	Iraqi Women's League (IWL)	Maysan			1													0
96	Iraqi Youth and Students Assembly (IYSA)	Qadisiya	1															0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training		Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
97	Janan Al Rhma Humanity Organization (JRHO)	Diyala			1													0
98	Jeain Organization for Developing Entitling of Woman and Child (Jeain)	Kirkuk			1													0
99	Justice Center to Support Marginalized Groups in Iraq (Justice Center)	Salah ad Din			1												1	1
100	Khanaqin Organization for People With Disabilities (KOPWD)	Diyala	1															0
101	Kurdistan Center for Strengthening Administrative and Managerial Abilities (KCS)	Sulaymaniya h			1													0
102	Kurdistan Economic Development Organization (KEDO)	Erbil, Sulaymaniya h	1	1		1			1						1			2
103	Kurdistan Institute for Political Issues (KIPI) (withdrew)	Erbil	W															0
104	Kurdistan Reconstruction and	Dahuk	1	1														0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
105	Development Society (KURDS)																	
	Kurdistan Relief Association (KRA)	Kirkuk			1													0
	Loulouat Al Rihman (LR)	Baghdad			1													0
	Media Organization for Human Rights (MOHR)	Kirkuk	1															0
	Model Iraqi Women's Organization (MIW)	Baghdad			1					1							1	2
	National Association for Blind Care in Iraq	Basra	1						PAO									0
	Negotiation and Strategic Studies Organization (NSSO)	Erbil, Baghdad											1					1
	Organization for the Defense of Immigrant Rights (ODIR)	Sulaymaniya h			1													0
	Pana Center for Combating Violence Against Women (Pana)	Kirkuk	1															0
113	Peace and Democracy Building Organization	Erbil			1													0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
	(PDBO)																	
114	Peace Generation Network (PGN)	Erbil			1				1		1	1					1	4
115	Press and Media Care Organization (PMCO)	Najaf	1			1			1									1
116	Protection and Development of Iraqi Family Association (PDIFA)	Dhi Qar			1													0
117	Qalat Telafar Cultural League (QTCL)	Ninawa	1															0
118	Sa'ad Charitable Association for Displaced and War Damaged People (SCA)	Diyala			1													0
119	Salahadin Women Organization (SWO)	Salah ad Din	1															0
120	Salam Al Rafidain Organization (SAO)	Baghdad	1	1		1								1		1		2
121	Sawa Organization for Human Rights (SOHR)	Muthanna	1			1			1									1
122	Shams Alrafidain Charity Organization (SRCO)	Baghdad			1													0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
123	Shiny Young Future Foundation Preparation (SYFFP)	Baghdad	1															0
124	Smart Foundation for Media and Law Development (SMART)	Erbil									1							1
125	South Youth Organization (SYO)	Dhi Qar	1			1			1			1						2
126	START (withdrew)	Erbil	W															0
127	Success Steps Foundation for Human Enhancement and Development SSFHED)	Wasit			1													0
128	Taawn Association for Consumer Protection (Taawn Assoc.)	Diyala												P				1
129	Taef Network of NGOs (Taef)	Kirkuk			1													0
130	Takatf Organization for Family Development (TOFD)	Karbala			1													0
131	Tomoh Organization for Women's Capacity Development	Salah ad Din	1															0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training		Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
	(Tomoh)																	
132	Um-Alyateem Foundation (UAF)	Baghdad	1	1														0
133	Veen Organization for Child Protection (VOCHP)	Diyala	1			1							1					1
134	Vera Humanitarian Institution for Women's Development (VHI)	Diyala	1	1														0
135	Voice of Older People (VOP)	Dahuk	1															0
136	Widow Training and Development Center (WTDC)	Baghdad	1			1								1				1
137	Women and Child Affair Organization (WCAO)	Qadisiya	1															0
138	Women Empowerment Organization (WEO)	Erbil	1															0
139	Women for Peace (W4P)	Baghdad	1	1		1				1				1		1		3
140	Women Leadership Institute (WLI)	Baghdad							1									1
141	Youth Save Organization (YSO)	Babel	1			1				1								1
142	Zaqoora Small Business Development	Dhi Qar	1					1										0

#	BPCS CSO PARTNERS	GOV	OD PROCESS			BOTH	SUBAWARDS											
			OD	OD Stars	Hum. Assistance Capacity Training	OD & Sub-award	Marla	Hub	Sawa	Elect 1 PC	Elect 2 IKR	Elect 3 COR	Adv1	Adv 2	Adv 3	Col 1 Soc. Cohe-sion	Col 2 Hum	Total Sub-Awards
	Center (ZSBDC)																	
	Zhya Organization for Social Development (ZOSD)	Erbil			1													0

Annex 4. Table of Trainings with Number of CSOs Trained

Count	Non-Duplicative List of Trainings	OD	Subaward	CSOs
TOTALS	47	27	20	in Trg
1	Accounting - MIS - Procurement & Compliance - Leveraging	1		11
2	Accounting Management - Accounting - Electronic Accounting Systems	1		5
3	Advocacy Campaign Media Planning (Internews)		1	8
4	Advocacy Close-Out - Round 1		1	9
5	Advocacy Close-Out - Round 2		1	7
6	Advocacy Foundational - Round 2		1	17
7	Advocacy Foundational - Round 3		1	15
8	Advocacy Kick-Off - Round 2		1	9
9	Advocacy Kick-Off - Round 3		1	10
10	Advocacy Refresher - Round 2		1	5
11	Advocacy Target Training		1	17
12	Advocacy Workshop (Internews)		1	8
13	Advocacy Workshop (Mercy Corps)		1	8
14	Basic Negotiation and Conflict Management	1		42
15	Building Coalitions		1	5
16	Community Mobilization		1	10
17	Conflict Management	1		12
18	Council of Ministries Public Policy Making Process		1	4
19	CSO Empowerment through Media	1		43
20	Emergency & Crisis Management	1		3
21	Federal Public Policy		1	15
22	Financial Management	1		63
23	GIS - M&E - Project Cycle Management (PCM)	1		11
24	Governance & Leadership	1		27
25	HR Management - Gender Mainstreaming - Leadership	1		11
26	Human Resources	1		40
27	Human Resources - Finance - Coaching	1		31
28	Humanitarian Fundamentals & Good Enough Guide	1		37
29	Leadership Coaching	1		28
30	Leadership Development	1		10
31	Marketing & Fundraising - CSO	1		9
32	Marketing & Fundraising - Hubs	1		15
33	Media Tools (Internews)	1		8
34	Monitoring & Evaluation	1		4
35	Negotiation Skills for Advocacy sub-grantees		1	12
36	Organizational Development (PAO)	1		1
37	Policy Identification and Research		1	10
38	Private Sector Cooperation		1	10
39	Proposal Writing	1		49
40	Provincial Public Policy		1	13
41	Reporting & Capturing Results		1	16

Count	Non-Duplicative List of Trainings	OD	Subaward	CSOs
TOTALS	47	27	20	in Trg
42	Strategic Management	1		6
43	Strategic Planning & Management	1		11
44	Stress Management - Decisionmaking Tools and Tactics - Problem-solving - Conflict Management - Public Speaking	1		20
45	Sustainability & Alternative Funding	1		57
46	Volunteer Management	1		24
47	Volunteer Management & Youth Participation	1		4

Annex 5. Table of CSOs with Number of Trainings

COUNT TOTAL	Unduplicated List of CSOs (Standardized Name) 145	# of Trainings
1	Abe Dalaf Foundation for Relief and Development	7
2	Abn Roshd of Development & Democracy	3
3	Abwab Alrahma for Relief and Development Organization (ARRD)	2
4	Afkar Society For Development & Relief	1
5	Ajial Association for Intelligence and Creation Development (AAICD)	5
6	Akad Cultural Institute (ACI)	6
7	Al Ahrar for Human Rights Organization (AHRO)	7
8	Al Amal Independent League (AIL)	5
9	Al Byadaa Center For Economy Development (BCED)	3
10	Al Ehya'a Scientific Association (ESA)	2
11	Al Erada Organization for Relief and Development	9
12	Al Ethar Humanitarian Foundation (Al Ethar)	2
13	Al Farabi Foundation for Scientific Progress	2
14	Al Farasha Organization for Childhood (FOC)	2
15	Al Furat Foundation for Woman and Child Care (FFWCC)	7
16	Al Haq Organization for Human Rights Culture (HOHRC)	5
17	Al Hurea Association for Country Development	2
18	Al Ihsan Organization for the Expelled and Displaced (IOED)	2
19	Al Izdihar Association for Family and Child Care (IAFC)	2
20	Al Kawther Society for Helping Poor Families (KSHPF)	2
21	Al Khair Humanity Organization (KHO)	5
22	Al Mahaba we al Salam Forum for Students and Youth	4
23	Al Mir'at Center for Monitoring and Developing Media Performance (Al Mir'at)	7
24	Al Muna Humanity Organization	1
25	Al Murshed Center for Economic Development (AMC)	9
26	Al Najah Center For Training & Development	6
27	Al Noor Universal Foundation (NUF)	8
28	Al Rafidain Women's Organization (RWO)	8
29	Al Salam Media Center (SMC)	6
30	Al Shams Organization for Special Needs (Al Shams)	2
31	Al Tadamun Iraqi League for Youth	6
32	Al Tanmia Association for Development	1
33	Al Zuhoor Women's Organization (ZWO)	8
34	Alind Organization for Youth Democratizing (Alind)	8
35	Almalwiya Relief Foundation for Development (ARFD)	11
36	Alpha Organization for Expanding Capacity (AOEC)	2
37	Amal Al Watan Center for Development (AAW)	12
38	Amal Humanitarian Association (Al Amaal)	4
39	Assembly of Al-Inbithaq for Development and Economic Development (AIDED)	11
40	Awan Organization for Awareness and Capacity Development (Awan)	6
41	Baghdad Women Association (BWA)	27
42	Bahjat Al Fouad (BFRCT)	12

COUNT	Unduplicated List of CSOs (Standardized Name)	# of
TOTAL	145	Trainings
43	Bent Al Rafedain Organization	3
44	Bojeen Organization for Human Development (Bojeen)	1
45	Bothoor alkhaer organization	10
46	Bustan Association for Children Protection and Education (Bustan)	8
47	City of Brotherhood and Peace Organization (CBPO)	2
48	Civic Center for Studies & Legal Reform (CCSLR)	19
49	Civil Society Initiative (CSI)	6
50	Cultural and Humanitarian Iraqi Future Organization (CHIFO)	5
51	Cultural Assembly for Democracy	13
52	Democracy and Human Rights Development (DHRD)	6
53	Dhi Qar Forum	5
54	Enmaa Center for Research and Studies (Enmaa)	11
55	Foundation of United for Relief and Sustainable Development (FURSD)	2
56	Future Creators Organization for Human Rights (FCOHR)	4
57	General Alarqam Cultural Charity (General Alarqam)	5
58	Hadaya Society for Human Rights and Civilian Development Community (Hadaya Society)	7
59	Hammurabi Human Rights Organization (HHRO)	7
60	Haraa Humanitarian Organization (HHO)	12
61	Harikar Non-Governmental Organization (Harikar)	5
62	Hawaa Organization for Relief and Development (Hawaa)	8
63	Hope and Peace Organization (al Rajaa and al Salam Organization for Civil Rights)	6
64	Human Aid Society for Iraqi Turkmen Women	10
65	Human Rights Monitoring Association	1
66	Human Rights Organization in Wasit (HROW)	21
67	Humanity League for Youth Care (HLYC)	2
68	ICAN (withdrew)	3
69	Ideal Women Organization (IWO)	5
70	Insan Iraqi Society for Relief and Development (INSAN)	6
71	IR Workers Culture	1
72	Iraq Association for Reconstruction	1
73	Iraq Foundation for Cultural Liaison (IFCL)	11
74	Iraq Institution for Development	1
75	Iraq Reconstruction Institute (IRI)	2
76	Iraqi Al Firdaws Society (IFS)	11
77	Iraqi Al Mortaqa Foundation for Human Development (IMFHD)	3
78	Iraqi Association of Care Juveniles and Elderly (IACJE)	7
79	Iraqi Center for Human Rights Activists (ICHRA)	13
80	Iraqi Center for Women and Child Rights (ICWCR)	2
81	Iraqi Center for Women Rehabilitation and Employment	1
82	iraqi Coordination Organization	1
83	Iraqi Family Organization (IFO)	5
84	Iraqi Human Rights Watch (IHRW)	9
85	Iraqi Institute for Economic Reform (IIER)	9
86	Iraqi Local Government Association (ILGA)	5

COUNT	Unduplicated List of CSOs (Standardized Name)	# of
TOTAL	145	Trainings
87	Iraqi Society for Change (ISC)	2
88	Iraqi Teacher Committee for Women (ITCW)	2
89	Iraqi Women Foundation (IWF)	1
90	Iraqi Women's League (IWL)	2
91	Iraqi Youth and Students Assembly (IYSA)	2
92	Janan Al Rhma Humanity Organization (JRHO)	2
93	Jeain Organization for Developing Entitling of Woman and Child (Jeain)	2
94	Justice Center to Support Marginalized Groups in Iraq (Justice Center)	2
95	Khanaqin Organization for People With Disabilities (KOPWD)	4
96	Kurdistan Center for Strengthening Administrative and Managerial Abilities (KCS)	2
97	Kurdistan Economic Development Organization (KEDO)	18
98	Kurdistan Institute for Political Issues (KIPI) (withdrew)	6
99	Kurdistan Reconstruction and Development Society (KURDS)	7
100	Kurdistan Relief Association (KRA)	2
101	Loulouat Al Rihman (LR)	2
102	Madarik	3
103	Media Organization for Human Rights (MOHR)	5
104	Model Iraqi Women's Organization (MIW)	2
105	Mosul University	1
106	National Association for Blind Care in Iraq	5
107	Nature Iraq	4
108	Negotiation and Strategic Studies Organization (NSSO)	3
109	Organization for the Defense of Immigrant Rights (ODIR)	2
110	Pana Center for Combating Violence Against Women (Pana)	7
111	Peace and Democracy Building Organization (PDBO)	2
112	Peace Generation Network (PGN)	5
113	Press and Media Care Organization (PMCO)	3
114	Protection and Development of Iraqi Family Association (PDIFA)	2
115	Qalat Telafar Cultural League (QTCL)	7
116	Sa'ad Charitable Association for Displaced and War Damaged People (SCA)	2
117	Sada for Human Rights	1
118	Salahadin Women Organization (SWO)	6
119	Salam Al Rafidain Organization (SAO)	18
120	Sawa Organization for Human Rights (SOHR)	5
121	Shams Alrafidain Charity Organization (SRCO)	2
122	Shiny Young Future Foundation Preparation (SYFFP)	7
123	South Youth Organization (SYO)	7
124	Success Steps Foundation for Human Enhancement and Development SSFHED)	2
125	Taawn Association for Consumer Protection (Taawn Assoc.)	4
126	Taef Network of NGOs (Taef)	2
127	Takatf Organization for Family Development (TOFD)	2
128	Tall Asquf League	1
129	Together	4
130	Tomoh Organization for Women's Capacity Development (Tomoh)	5
131	Tosd	1

COUNT	Unduplicated List of CSOs (Standardized Name)	# of
TOTAL	145	Trainings
132	Um-Alyateem Foundation (UAF)	10
133	UR Organization for Women and Child Culture	1
134	Veen Organization for Child Protection (VOCHP)	12
135	Vera Humanitarian Institution for Women's Development (VHI)	8
136	Voice of Older People (VOP)	7
137	Widow Training and Development Center (WTDC)	17
138	Women and Child Affair Organization (WCAO)	2
139	Women Center	2
140	Women Empowerment Organization (WEO)	8
141	Women for Peace (W4P)	18
142		1
143	Youth Save Organization (YSO)	7
144	Zaqoora Small Business Development Center (ZSBDC)	4
145	Zhya Organization for Social Development (ZOSD)	2

USAID/IRAQ BPCS PROJECT FINAL PERFORMANCE EVALUATION REPORT



Memorandum of Understanding between Public Authorities and Civil Society in (province

This MOU outlines the future cooperation between Public Authorities and Civil Society in to initiate long term cooperation for development and to serve Iraq community

Article (1) –

The two parties have agreed on the following principles:

1. Enhance a long-term partnership between Public Authorities and Civil Society based on mutual trust and understanding taking into consideration the legislative - monitoring role of the Provincial Council and the executive - development of the Governor office
2. Support an enabling environment to develop the Iraqi civil society and NGOs work through activating or amending civil society related laws and ensure their implementation.
3. Importance of an active participation of civil society in policy-making process.
4. Importance of strengthening dialogue and communication between Public Authorities and civil society for better services to citizens, ensure their participation, development and adoption of best policies to meet the needs of the community.

Article (2) –

Public authorities, each according to their role and mandate, shall undertake:

1. Comply with the principles mentioned in article (1) above and increasing the awareness on role of civil society among employees and civil servants.
2. Support the participation of civil society in developing government policies, strategies and drafting laws.
3. Develop partnership with civil society to create positive environment to implement community development and economical projects.
4. Promote tripartite partnership (government, private sector and NGOs) to develop the economy and social integration.

Article (3) –

Civil society organizations will:

1. Comply with the principles mentioned in article (1) and develop their institutional capacity to identify and meet the needs of the community.
2. Select representatives of civil society through democratic mechanism, open and transparent process.
3. Promote voluntary work, community based and civic initiatives through developing a strategy for volunteerism.

Article (4) –

BPCS is ready to contribute the following to achieve the goals of this MoU:

1. In line with BPCS goals, timeframe, availability of fund and with support of Sawa Centers; supporting CSOs with institutional development, financial management, crisis management, strategic planning skills, and interest based negotiation.
2. Subjected to availability of fund; providing technical support (trainers and training materials) for local authorities and CSOs to develop their capacity to work together. This is conditional on providing logistical support by local authorities to implement these activities to contribute to support a strengthened enabling environment for the work of CSOs in (province.....).
3. Help the local authorities to prepare an action plan, nomination the participants from Governor Team, Provincial Council and CSOs to attend Training Courses as part of implementation of this MoU.

This MoU will be activated immediately upon announcement of approval by all parties.

Signed in (province) date/..... / 2015
Local Government
(Provincial Council & Governor)

Civil Society

Annex 7. Summary of Subawards Analyzed for Question 2(a)

Provincial Council Elections (2013)

Source: Proposals responding to RFA 67-A-00-12-00001-32202-00001

- 1. Youth Save Organization (YSO):** Al Musayab and Al Mahaweel and 8 sub-districts. Goals are to create awareness of citizens about the PC election in the north part of Babil and encourage them to participate in the elections.
- 2. Women for Peace (W4P):** Baghdad (Rusafa). Goal is to raise the awareness of young students and women about the rights to vote and electoral process.
- 3. Wassit Organization for Human Rights:** Kut and surrounding village. Goal is to raise the awareness about the rights to vote and electoral process; to strengthen the role of the civil society in voter education and election monitoring; to encourage political parties to act non-discriminatory during their election campaign.
- 4. Organization for Iraqi Family:** Salah ad Din Governorate. Goal is to raise the awareness among women, youth and marginalized groups about the right to vote and electoral process; to improve the performance of PC members; to increase the number of women voters, youth and other marginalized groups; to raise electoral awareness and voter education.
- 5. Model Iraqi Women Association:** Baghdad (Al Rusafa including Husseiniyah, Shaab, and 9th of Nissan area). Goal is voter education for marginalized groups including women, widows, IDPs and the elderly.
- 6. Iraqi Al Firdaws Society (IFS):** Basrah. Goal is voter education of the citizens including tribal and religious leaders and to push them for encouraging their constituencies (especially women) to vote during the PC elections.
- 7. Hummurabi Organization for Human Rights and Democracy Monitoring:** Tikrit, Beji, Shrkat, Tooz, Door, Samarra, Balad, and Dujail Districts. Goal is to raise awareness of monitors about the elections and to deploy trained monitors in 125 polling centers covering 1,878 polling stations.
- 8. Culture for All Association:** Outskirts of Baghdad (9th of Nissan in Al Bawiya and Al Rashad and Zowra Park in Central Baghdad). Goal is to raise awareness in both marginalized communities in Baghdad including youth, teachers, women.
- 9. Babylon National Association for Human Rights:** Babil. Goal is to raise awareness of young people and students about the rights to vote and election process by conducting educational workshops and encouraging them to participate in the elections; to train 100 election monitors and deploying them to polling stations to monitor the election process.
- 10. Ajial Association for Intelligence and Creation Development:** 5 Districts in Diyala. Goal is to raise community awareness about the role of young people in achieving fair elections; to train election monitors and to deploy 200 monitors to 72 election centers.
- 11. Al-Izdihar Al-Iraqi Organization for Development:** Tuz, Sulaymaniyah, Bek, Amrlyah and villages around 3 districts. Goal is to raise marginalized community members (women, youth disabled and elderly) awareness about elections and to encourage them to participate in the elections; to train coaches who will lead the educational sessions about the elections for the voters.
- 12. Amal Humanitarian Association Albasrya:** North of Basrah. Goal is to raise awareness of young adults, women and disabled people about elections; encourage them (especially unmotivated women) to participate in the elections.

Kurdish Regional Government Elections (2013)

Source: Proposals responding to RFA 67-A-00-12-00001-32202-00004

- 1. Smart Foundation for Media and Law Monitoring:** Erbil, Sulaymaniyah and Dahuk. Goal is media coverage of election monitoring; increase capacity of 20 independent journalists on election monitoring; establish a neutral "Watch dog" Center for media coverage and reporting violations; form alliance of 26 independent journalists on election monitoring.
- 2. Civil Development Organization (CDO):** Sulaymaniyah. Goal is to enhance capacity of 16 NGOs for election monitoring; Training independent volunteers for election monitoring; create coalition for IKR election monitors which will consist of 16 Sulaymaniyah CSOs.

3. Peace Generation Network: Erbil and Dahuk. Goal is to create a network from youth organizations which are already involved in election monitoring, issue election observation report and to Participate in ToT training for selected 318 observers between age 18-35 and 30 percent female.

Iraqi Parliamentary Elections (2014)

Source: Proposals responding to RFA 267-A-00-12-00001-32202-00005

1. South Youth Organization (SYO): Dhi Qar province. Goal is to Enhance transparency and democracy by monitoring the parliamentary elections in Dhi Qar in order to ensure fairness and transparency of the electoral process; recruit and train 375 young women and men to observe the elections and to deploy them at the polling stations in the five major cities in the province.

2. Al-Rafidain Women Organization (RWO): Muthana Governorate. Goal is to contribute the integrity of elections by deploying a team of well-trained domestic election observers and monitors throughout the governorate; monitor the election campaign and Election Day to ensure a free, fair and transparent election.

3. Peace Generations Network (PGN): Erbil, Dahuk and Sulaymaniyah. Goal is to protect the integrity and fairness of the election process, to train 500 youth in election monitoring, observe elections and issuing a report on entire election process in KRG in Kurdish and Arabic languages.

4. Human Rights Organization in Wassit (WHR): Goal is to promote the integrity of the elections by monitoring and publically reporting on the election campaign and general Election Day throughout Wassit.

5. Hammourabi for Human Rights and democracy (HRDM): Salahaddine. Goal is ensure the integrity and functioning of the electoral process by strengthening capacity of CSOs, reporting on findings and violations.

6. Bustan Association for Children Protection and Education: Sulaymaniyah, Kirkuk, Erbil, Nineva, Salahaddin and Duhok. Goal is to increase the capacity of 14 media monitors, monitor 24 media outlets in 6 northern Iraqi governorates via systematic documentation of media performance and election coverage.

7. Alhad Organization for Human Rights Culture: Kirkuk. Goal is to ensure the assessment of the electoral process is characterized by independence, impartiality and objectivity.

8. Akad Cultura Institute (ACI): 4 main districts of Babil- Hilla, Hashimia, Mussaib, Nahaweel. Goal is to rebuild voter confidence in the electoral process through conducting an impartial domestic election observation/monitoring program; to ensure the integrity, transparency of the electoral process, including determining violence, threats and fraud and to ensure the protection and exercise of human rights during the election period.

9. Ajial Association for Intelligence and Creation Development (AAICD): All 5 districts of Diyala province. Goal is to encourage youth to participate in the monitoring of the election, build capacity of 400 youth to monitor the elections and develop the capacity of the Association of Domestic Observers.

Policy Advocacy – Round 1 on Service Delivery

Source: Final Reports for RFA 67-A-00-12-00001-32202-00003

1. Negotiations and Strategic Studies Organization (NSSO): Baghdad and Najaf. Developed a policy paper and a “best practices” procurement booklet for using it as an advocacy tool for policymakers and citizens to help them understand why implementing international standards in procurement and contracting should result in improved services such as water, electricity, and sanitation. Iraqi Parliament and the Baghdad PC agreed to pursue recommendations to reduce fraud and corruption in the contracting and government tendering.

2. Iraqi Society for Relief and Development (INSAN): 2 districts of Kirkuk. Persuaded the government to improve critical public services in two deprived and diverse districts in Kirkuk Province and to improve delivery of potable water, electricity and sanitation to citizens in the targeted districts. More electricity is now provided - up to 22 hours per day; Potable water delivery has increased up to 16 hours per day and is provided on a regular schedule. Sanitation has been enhanced due to cleaning of blocked rainwater lines. Community committees have signed a collaboration charter with the public services directorates and the PC to follow up the public policy reforms on a long-term process.

3. Iraqi AL-Firdaws Society (IFS): Basrah. Persuaded the Basra PC to put water issues on its policy agenda and consider it one of its top priorities during 2014. Also, to increase allocations to the water sector to complete water projects and launch new ones. IFS pressured the local government to increase the financial allocations for reconstruction and investment plans and activate the oversight role of local government in the sector (water) in

the province of Basra's six regions. PC made decisions to improve water services in all of Basrah schools to dissolve the water network in the regions of the Al-Qibla and Al-jumhorya".

4. Iraq Foundation for Cultural Liaison (IFCL): 8 sub districts Al Muthanna. Persuaded the government to improve critical public services in Muthanna Province. The electrical maintenance department created an evening shift to receive calls from citizens from midnight to 6 AM; the electricity directorate agreed to increase the number of transformers to localities that did not previously have a sufficient number of functioning transformers. The water directorate agreed to increase the number of water trucks transporting drinking water to the villages of Alhillal District.

5. Enmaa Center for Researches & Studies (ENMAA): Babil and Qadassiya. Successfully persuaded the Babel and Diwaniya PC's to adopt their policy recommendations to reform the federal investment law and to implement the Provincial Powers Act, as amended, as it pertains to public services.

6. Baghdad Women Association (BWA): 9th of Nissan District in Baghdad (including 8 sub districts and 2 IDP compounds): Pushed Government to sign a charter with the CSO about establishing a commission to receive citizens' complaints about the scarcity of water, and to make citizens part of the decision- making process. BWA succeeded in getting the local government to sign an agreement to improve water policies in a Baghdad district.

7. Ajial Association for Intelligence and Creation Development (AAICD): Diyala Governorate. Persuaded the government to deliver drinking water to the Al-Bawia area in Baquba city center, an area that had not received any water for the past two years.

Policy Advocacy – Round 2 on Human Rights

Source: Proposals responding to RFA 67-A-00-12-00001-32202-00006

1. Widows Training and Development Center (WTDC): Baghdad. Proposed a solution for the marriages that are performed by the clergy be considered legal according to the Personal Status Law.

2. Women for Peace Summary (W4P): Baghdad with the links to women's organizations Basrah, Missan, Muthanna, Najaf, and Dhi Qar. Raised awareness among government officials about the negative effects of early marriage to ensure that women's and girl's rights in Iraq are consistent with international standards. W4P brought the issue to the different parliamentary committees about early marriage among them were: Women's Committee, Legal Committee, Human Rights Committee, and the Women's Affairs Ministry, and the High Commissioner for Human Rights.

3. Taawn Association for Consumer Protection: Diyala Governorate. Ensured that the provincial government implements and funds Law 38 of 2013, in order to provide support and to protect the rights of disabled citizens of all categories. CSO prepared and distributed a fact sheet, regarding the rights of people with disabilities under Law 38, and the situation in Diyala and requested a PC budget allocation for it.

4. Salam Al Rafidain Organization (RPO): Baghdad, Dahuk, Ninewa, Diyala, Najaf, Missan and Basrah: Initiated to enact the "Non-Discrimination Law" and the "Diversity Protection Law". CSO drafted and tried to present it to the parliament to pass "The Rights of Minorities Bill in Iraq" and to achieve these policy changes through youth, as the future protectors of social justice.

5. Iraqi Center for Human Rights Activists (ICHRA): Basrah. Tried to reduce the age of young people for nomination from 30 to 22 years by amending Law No. 21/2008.

6. Bustan Association for Children Protection nd Education: Baghdad, Anbar, Diyala and Salah Ad Din Governorates. Tried to raise awareness and sympathy towards children of unknown parents considered as "foundling" and category B child (Jinsiya Law) labeled and indicated on their Iraqi registration ID and loss of their rights as second class citizens. CSO tried to amend Personal Status Law #26 to eliminate Article 3 Section B, thereby eliminating the distinction between citizens (those born in Iraq).

7. Baghdad Women Organization (BWA): Baghdad. Tried to modify the law to require that religious marriages also be registered with the court. BWA tried to gain social support – particularly among the religious leaders who conduct marriage ceremonies – for ensuring that all marriages are legally registered. BWA tried to modify the law to require that religious marriages also be registered with the court. CSO also tried to activate Personal Status Law No. 188 of 1959, article 10, clause 5, which requires punishment for "any man who concludes his marriage contract outside the court" and to prepare the draft law that requires religious leaders to demand court registration of a marriage before conducting the religious ceremony.

8. Civil Society Initiative (CSI): Sulaymaniyah and Erbil Governorates. Tried to push the KGR to pass the labor law that was approved by the Council of Representatives in January 2014 and to issue implementing regulations to protect working women and guarantee their rights. CSO also persuaded the KRG Ministry of Labor to create a committee to monitor and report on work places, focusing on conditions and rights of women workers.

9. The Civil Center for Studies and Legal Reform (CCSLR): Baghdad. Tried to initiate laws to access on information from the government. CCSLR tried to initiate discussion and to pass laws on (1) *Freedom of Expression, Peaceful Assembly and Demonstration*, which has been ready in Parliament twice, but voting has been delayed. CCSLR also tried to push to pass a new “*Right of Access to Information law*” and to amend articles of *Iraqi Penal Code No.111 of 1969* that restrict freedom of press.

10. Al Tadhmun Iraqi League for Youth (TILY): Anbar Governorate. Engaged PC members to draft, introduce, pass legislation regarding a transparent and participatory hiring process for public servant positions based on merit, and to create opportunities for youth; also to create a transparent and merit-based process to fill public servants positions, and to ensure that the draft law considers youth in particular, e.g. through a quota.

Policy Advocacy – Round 3 on Accountability for Services for IDPs

Source: Proposals responding to RFA 67-A-00-12-00001-32202-00007

1. Human Rights Organization (HRO): Wassit Governorate districts and sub districts. Tried to persuade the PC to Amend its by-laws to allow the public to attend its meetings, to adopt a law that allows citizens’ participate in government decision-making at the provincial, district, and sub district levels and to adopt a legally binding policy that requires the PC to publish important data on its website including the provincial budget that reflects revenues and expenditures, meetings minutes, and lists of projects.

2. Kurdistan Economic Development Organization (KEDO): IKR. Tried to get the KRG’s Ministry of Labor and Social Affairs’ expenditures for Sulaymaniyah Province published, so that citizens can decide whether the expenditures are sufficient to help those in need. Also to push the implementation the articles 15 and 16 of the “Law No. 22 of 2007 the “Oil and Gas Law of the Kurdistan Region”. These articles call for the establishment of a special fund for revenues for oil and gas supervised by the Kurdish Parliament to provide transparency.

3. Iraqi Institute for Economic Reform: Baghdad. Tried to get the Baghdad Provincial Council (PC) to develop a transparent budget process, to get implemented Article 45 of the Provincial Powers Act, as amended in 2013, by the Baghdad PC, as it pertains to the development of a transparent budget process as powers have been devolved from the central government (Ministries) in relation to, Municipalities and Public works, Construction and Housing, Labor and Social Affairs, Education, Health, Agriculture, Finance, Sport and Youth that are essential services for welfare of people and development of communities.

4. Iraqi Center for Human Rights Activists (ICHRA): Basrah Governorate. Tried to seek to get the Basra PC support to pass a law or resolution that supports a transparent budgeting process at the provincial, district and sub district levels of government, that will allow citizens to participate in the budget formulation process, including accepting their input on prioritized public services and projects and to persuade the Basra Province Governor to issue an Executive Order that requires the publishing of budget allocations of the regional development budget (which addresses infrastructure needs) for Basra Province for the departments that provide public services of health, education, water, and sewage making them available to the public, civil society, and the media.

Collaboration – Round 1 on Social Cohesion

Source: Summaries of CSO Proposals responding to RFA 67-A-00-12-00001-32202-00008

1. INSAN Society for Relief and Development: Kirkuk. Goal is to identify Peace Ambassador’s among University of Kirkuk students and build their capacity to support peace and tolerance; to use Peace Ambassadors for bringing IDP and host communities together by building their awareness and knowledge about the tolerance.

2. ENMAA Center for Research and Studies: Babil. Goal is to train young people in peace building and conflict negotiation and empowering youth groups to lead community-based peace building initiatives through an effective partnership between youth groups, tribal and religious leaders, sectarian groups and local authorities.

3. Al Ahrar Human Rights Organization (3 partners): Missan. Goal is tried to encourage, develop and organize voluntary initiatives that could provide guidance, assistance and coordination between local authorities, IDPs and the host community.

4. Association for Children Protection and Education. Bustan. Goal is to promote pluralism, reconciliation, peaceful integration and respect for diversity among youth athletics and artists of Basra, Baghdad, Erbil and Sulaymaniyah and to strengthen pluralism and respect for cultural and religious diversity among the Iraqi youth.

5. Women for Peace (W4P) (4 Partners): Baghdad and Kerbala. Goal is psychosocial support and assistance to IDPs and to integrate them in the host communities; to help them to overcome the trauma that they have experienced as a result of the crisis.

6. Salam Al-Rafidain Organization (4 Partners): Baghdad. Goal is to form and empower youth groups to lead community-based peace building initiatives and to create an effective partnership between the peace building teams, tribal and religious leaders and local authorities (police station and local council).

Annex 8. List of Respondents

MERCY CORPS
Baghdad
Ahmed Ali Kadim , Senior M & E Manager
Ahmed Naeem, Marla Program Manager
Ali Abdulrahman Al Assaf, Senior Program Advisor
Ameen Beshar Mohammed, Advocacy Officer
Ihan Yousif Ahmed, Marla Fund Junior Procurement Manager
Labeed Jalal Muhialdeen , Senior Advocacy Officer
Megan Kelly, Reports & Communications Officer
Mustafa Sadeq Zalzal , Civic Engagement Officer
Ola Hassan Ali , Grants & Compliance Junior Admin. Officer
Saad Mohammed Saad, Senior Grants & Compliance Manager
Sama Basil Kamal , Alternative Actor Officer
Zainab Qassim Ali, Advocacy Manager
Zaynab Sadiq Mohammed , Advocacy Administration Officer
Basrah
Adnan Ali Agmees , Marla Fund Program Officer
Amjed Abdul Hameed , BPCS Senior M&E Officer
Emad Khaleel Ibrahim, BPCS Senior M&E Officer
Hassan Najim Hassan, Senior Advocacy Officer (Missan)
Lama Ghazi Muhsin, Basra Head of Office/Program Manager
Shakir Thana Shakir, Senior G & C Officer
Sulaymaniyah
Yahya Abdulameer Othman , Program Coordinator
Erbil
Charles Northam, Sub Awards and Compliance Director
Helen Dalton, Former Senior Program Director
Lorina McAdam, Chief of Party
Sartip Ali, Senior Advocacy Officer
Shamsaddin Omer Ahmad, Senior Civic Engagement Officer
Steve Claborne, Country Director (former BPCS Chief of Party)
Kirkuk
Sabah Mirza , Senior Program Manager
Rana Gorges , Deputy Program Manager
Nazanin Anwer Muhammed, Senior Grants Officer
Abubaker Mahmood Ahmed , Senior Monitoring and Evaluation
Consortium Partners
Hugh Brown, Former ACDI/VOCA Country Director/BPCS lead
Elizabeth Reid, Legal Advisor, ICNL
Cathy Shea, Program Director, ICNL
Hoshiyar Malo, Director, Humanitarian Help Hands, IKR
Jamal Aljawahiri, Director, Iraqi Al Amal Association, national
Marika Olsen, Former Chief of Party, Internews
Bassam Al Ghanim, BPCS Program Manager, PAO (Basrah)
Ghaith Hussain Mohammed , OD& Hub Coordinator, PAO (Qadassiya)
Hayder Abid Falhi, OD& Hub Coordinator, PAO (Missan)
Hayder Salih Mohammed, OD& Hub Coordinator, PAO (Najaf)
Hussein Asasadi, BPCS Deputy Manager, PAO (Basrah)
Mahmood AlBachary , OD & Hub Coordinator, PAO (Basrah)
Nazar Jameel, Program Director, PAO (Erbil)
Muhamad Hamza, Coach, Mercy Hands (Wassit)
Qutaiba Saad Raheem, Coach, Mercy Hands (Babil)
Yaarub Dakhil, Coordinator, Mercy Hands (Babil)
Kurdish Regional Government
Dr. Ali Mekki, NGO Directorate
Basil Mosawi, NGO Directorate

Ali Shalan, Ministry of Migration & Displacement
Raad Yassen, Human Resource Manager
Hisham Assaf, NGO Coordination Committee for Iraq
Raad Yassen, Head of Follow Up Department, Central Commission on Compensation of Persons Affected by War Operations, Military Mistakes and Terrorist Acts
Subnational Government Officials
Waleed Khaleel Alasady, Head of Citizen Affairs Department, Babil Governor's Office
Ali Hamza Al Dali, Head of CSO Committee, Babil Provincial Council
Mahdiya Abid Hassan Allami, Head of CSO Committee, Baghdad Provincial Council
Isam Obaidi, Consultant for Negotiation Affairs and International Relations, Governor's Office, Baghdad
Thear Ali, Governor's Advisor, Basrah
Shwan Mahmud, Deputy Director, IKR NGO Directorate
Akram Jamu, Director, IKR NGO Directorate
Munther Ryadh Zamil, Chief of Local NGOs and Public Relations, Basrah Provincial Council
Truska Ali, General Director, Human Rights Committee, KRG
Tufan Abdulwahab Awad, Deputy Director, Directorate of Displace and Migration, Kirkuk
Silvana Boya, Kirkuk Provincial Council Member
Wael A Shar'a, Deputy of Governor, Missan
Suham Al Uqailiy, Head of CSO Committee, Missan Provincial Council
Ammar Al-Arbawi, Chair of NGO Committee, Najaf Provincial Council
Ahmed Jalile Juhad, Office Manager, Deputy Governor's Office, Najaf
Eng. Haider Anaaj Eidan, Head of Environmental Committee, Qadassiya Provincial Council
Jafar Mosawi, Member of CSO Committee, Qadassiya Provincial Council
Kareem Al Baydhany, Head of Civil Society & Public Relations Committee, Wassit Provincial Council
Salam Hussien Ibraheem, Director, Directorate for Youth & Sport, Wassit
Rasheed Al Badeery, Second Deputy, Governor's Office, Wassit
Hubs & Sawa Centers
Kulnar Salih Mustafa, Deputy, Women Leadership Institute, (Sawa Center) Baghdad
Fatima Al Bahadily, Director, Iraqi Al Firdaws Society (IFS), (Sawa Center) Basrah
Marwah Hadi, Accountant, Iraqi Al Firdaws Society (IFS), (Sawa Center) Basrah
Fatima Al Bahadily, Director, Iraqi Al Firdaws Society (IFS), (Sawa Center) Basrah
Safaa Ameen Nasir, Director, Al-Ameen Association for Relief & Development, (Sawa Center) Basrah
Bakhtear, Organization Manager, Peace Generation Network, (Sawa Center) Erbil
Ahmed Jasem, Executive Director, Al Noor Universal Foundation (NUF), (Sawa Center) Diyala
Ari Shwani, Organization Manager, Insan Iraqi Society for Relief and Development (INSAN), (Sawa Center) Kirkuk
Iman Abd Al Hussein Qassim, Director, Al Amal Independent League (AIL), (Sawa Center) Missan
Hassan Nather Hassan, Deputy, Iraqi Center for Women and Child Rights (Hub), Najaf
Haider Hussein Hamza, Deputy, Press and Media Care Organization (Sawa Center), Najaf
Manar Abdul Ameer, Director, Awan Organization for Awareness and Capacity Development (Sawa Center), Qadassiya
Mohammed Hamza, Hub Manager, Success Steps Foundation for Human Enhancement and Development (Hub), Wassit
Rabah Nori, Executive Director, Success Steps Foundation for Human Enhancement and Development (Hub), Wassit
BPCS CSO Partners
Anbar
Afkar Society For Development & Relief
Al Mahaba we al Salam Forum for Students and Youth
Al Muna Humanity Organization
Al Tadamun Iraqi League for Youth

Babil
Akad Cultural Institute (ACI)
Al Mir'at Center for Monitoring and Developing Media Performance (Al Mir'at)
Enmaa Center for Research and Studies (Enmaa)
Youth Save Organization (YSO)
Baghdad
Al Ethar Humanitarian Foundation
Baghdad Women Association
Civic Center for Studies & Legal Reform
Culture for All
Fatema House Charity Women
Iraqi Al Mortaqa Foundation for Human Development
Iraqi Institute for Economic Reform
Iraqi Women Foundation
Kildan Women Organization
Model Iraqi Women's Organization
NGO 8, Community member/ Thoura Amer Musa
Salam Alrafidin Organization
Salam Alrafidin Organization
Shiny Young Future Foundation Preparation
Um-Alyateem Foundation
Widow Training and Development Center
Women for Peace
Basrah
Al Najah Center For Training & Development
Iraqi Center for Human Rights Activists (ICHRA)
National Association for Blind Care in Iraq
Diyala
Hawaa Organization for Relief and Development (Hawaa)
Vera Humanitarian Institution for Women's Development (VHI)
Ajial Association for Intelligence and Creation Development (AAICD)
Al Erada Organization for Relief and Development
Bothoor Al Khaer Organization
Khanaqin Organization for People With Disabilities (KOPWD)
Erbil
Alpha Organization for Expanding Capacity
Hope and Peace Organization (al Rajaa and al Salam Organization for Civil Rights);
Negotiation and Strategic Studies Organization (NSSO)
Peace and Democracy Building Organization
Smart Foundation for Media and Law Development
Women Empowerment Organization
Zhya Organization for Social Development
Kirkuk
Al Farasha Organization for Childhood
Al Haq Organization for Human Rights Culture
Al Shams Organization for Special Needs
City of Brotherhood and Peace Organization
Foundation of United for Relief and Sustainable Development
Human Aid Society for Iraqi Turkmen Women
Jeain Organization for Developing Entitling of Woman and Child
Kurdistan Relief Association
Media Organization for Human Rights
Pana Center for Combating Violence Against Women
Taef Network of NGOs

Missan
Al Ahrar for Human Rights Organization (AHRO)
Al Amal Independent League (AIL)
Al Khair Humanity Organization (KHO)
Najaf
Al Farabi Foundation for Scientific Progress
Al Hurea Association for Country Development
Cultural and Humanitarian Iraqi Future Organization (CHIFO)
Press and Media Care Organization (PMCO)
Qadissiya
Al Furat Foundation for Woman and Child Care
Awan Organization for Awareness and Capacity Development
Humanity League for Youth Care
Iraqi Youth and Students Assembly
Sawa Center
Women and Child Affairs Organization
Wassit
Success Steps Foundation for Human Enhancement and Development
Afaq Al-Mustakbal for Development and Economic Development
Afaq Foundation for Supporting Women
Al Kawther Society for Helping Poor Families
Al Salam Media Center
Human Rights Organization in Wassit
Marla Fund CSO Partners
Zainab Mohsin Ritha, Director, Bahjat Al Fouad Center, (BFRCT), Basrah
Hanan Judi, Director, Al Zuhoor Women's Organization, Baghdad
Mr. Mudhar Hara, Director, Haraa Humanitarian Organization (HHO), Diyala
Nabeel AlTemimi, Head of Administrative Board, Iraqi Human Rights Watch, Kerbala
Daila Jasm, NGO Director, Al Murshid, Kirkuk
Dawood Hassan, Marla Officer, Al Murshid Center, Kirkuk
Muhammed Nema, Marla Officer, Al Murshid Center, Kirkuk
Raged Ali, Marla Facilitator, Human Rights Organization in Wassit
Mohanad Ali Al-Quraishi, Executive Director, Human Rights Organization in Wassit
Marla Fund Community Projects
Dr. Alaa Mohammed Kareem, Center for Rehabilitation of Wounded in Terrorists Operations, Babil
Makarm Alwan Hussien, Dar Al-Hanan Rehabilitation Works, Baghdad
Dr. Ameen, Deputy, Dar Al-Hanan Rehabilitation Works, Baghda
Mr. Muhammed, Deputy Principal, Ibn Al Ather School, Kirkuk
Nadhim Laaweess Lafita, Central Commission on Compensation of Persons Affected by War Operations, Military Mistakes and Terrorist Acts
Majid Mohammed Sachit, Al Anwar Park, Qadassiya
Shatha Ibrahim Hameed, Al-amani Kindergarten, Wassit

Annex 9. Sources of Information

BPCS Program Documentation

USAID/Iraq RFA-267-12-000001 with Amendments (2012)

Mercy Corps Project Application (June 24, 2012)

BPCS Cooperative Agreement AID-267-A-12-0000 with Modifications 01-05

Implementing Partner Sub-Agreements with Consortium Partners

Years 1, 2, 3 BPCS Project Implementation Plans Years 1, 2 and 3

Project Management Plans and Indicator Tables, original (January 2013) and revised (December 2014)

Quarterly Progress Reports, Quarters 1-10

BPCS Subaward Documentation, including RFAs, proposal summaries, final reports, grant tracking documentation, and success stories

Baseline (April 2013) and Midline (December 2014) Survey Reports: *Citizens' Attitudes Toward Civil Society in Iraq: A Public Opinion Survey*

BPCS Organizational Capacity Assessment Tool Kit with OCI scores

Informal Civil Society Actors in Iraq: A Briefing Paper (April 2015)

Engaging with Informal Civil Society in Iraq: Strategy Paper (April 2015)

Internews Final Program Report, March 30, 2015

ACDI/VOCA Final Program Report, December 2014

Mercy Corps - *Bridging the Gap: Evidence on Links Between Civil Society and Good Governance in Iraq* (2014)

Related U.S. Government Reports

USAID/Iraq DGO Portfolio Reviews (2012, 2014 and 2015)

Audit of USAID/Iraq's Broadening Participation through Civil society Project Audit Report No. 6-267-14-006-P FEBRUARY 12, 2014

Audit of USAID/Iraq's Management of the Marla Ruzicka Iraqi War Victims Fund Audit Report No. E-267-08-002-P April 3, 2008

USAID/Iraq Community Action Program III End of Project Performance Evaluation; August 2012 (QED Group, LLC, under Iraq PERFORM contract number 267- M-00-09-00513)

USAID/Iraq Program Vulnerability Assessment, April 2012

USAID/Iraq - Iraq Civil Society Assessment, February 2012

Civil Society Organization Sustainability Index (CSOSI) report for Iraq (2011 and 2012)

U.S. Foreign Assistance Framework

U.S.-Iraq Strategic Framework Agreement

USAID Evaluation Policy References

USAID/Iraq Mission Order on Performance Management, January 2012

USAID Evaluation Policy, January 2011

Checklist for Assessing USAID Evaluation Reports

TIPS#17-Constructing an Evaluation Report, 2010

Civil Society Enabling Environment in Iraq

Kurdistan Regional Governorate *Law on Non-Governmental Organizations in the Iraqi Kurdistan Region* (Kurdistan Regional Government Law 1 of 2011)

Government of Iraq *Law on Non-Governmental Organizations* (Law 12 of 2010)

Charter of Cooperation between Public Authorities and Non-Governmental Organizations (Draft)

Kurdistan Compact on Partnership and Development between Public Authorities and Non-Governmental Organizations in the Kurdistan Region of Iraq (2013)

Annex 10. Research Tools

10.a Key Informant Interview Guide- Government

Provincial Council, Governor's Office, General Directorate, Line Ministry, Compensation Committee, NGO Directorate, Council of Representatives, KRG

ESTIMATED LENGTH OF INTERVIEW = 20 MINUTES

DATE OF INTERVIEW:
NAME OF DATA COLLECTOR:
GOVERNORATE:
TOWN:
NAME OF RESPONDENT(S):
TITLE/POSITION:
GOVERNMENT OFFICE:
TELEPHONE/EMAIL:

Male: ☐
Female: ☐

INTRO: *Thank you for meeting with me as part of the evaluation of the Broadening Participation through Civil Society project. The results of this evaluation will help guide development of programs working with civil society in the future.*

.....

CONNECTION WITH BPCS

1. How have you been involved with the BPCS program?
2. Who have been your primary points of contact?

BPCS SUPPORT FOR CITIZEN PARTICIPATION

3. What contributions, if any, has BPCS made (or CSO partners) to:
 - a. Support government officials in understanding community needs?
 - b. Support communities to advocate for their needs?
 - c. Parliamentary or Provincial elections?
 - d. Address the current humanitarian crisis in Iraq?
 - e. Hold the government accountable to citizen priorities?
 - f. Advancing human rights?
 - g. Advancing women's rights?
 - h. Other?

STATUS OF IRAQI CIVIL SOCIETY ORGANIZATIONS

4. In general, what contributions, if any, do you think can be made by Iraq's civil society organizations to improve Iraq's democratic systems?
5. In general, how has the relationship between your office and Iraqi CSOs changed in the past 3 years?
6. In general, what do you think are the biggest obstacles to Iraqi CSOs being able to make a contribution? (**Probe:** *Existing legislation/policies? Inadequate legislation/policy?*)
7. What opportunities/obstacles face Iraqi participation in democratic governance?

CENTRAL COMMISSION ON COMPENSATION OF PERSONS AFFECTED BY WAR OPERATIONS, MILITARY MISTAKES AND TERRORIST ACTS

8. How did you coordinate with BPCS's Marla Fund activities?
 - a. Selection of individual beneficiaries?

- b. Selection of community beneficiaries?
 - c. Cost share/funding?
 - d. Program design?
- 9. How effective were the Marla Fund Local NGOs in administering this program?
- 10. What, if any, contributions will be made by the Compensation Commission to continue the Marla Fund activities after BPCS project ends?

10b. Key Informant Interview Guide- Implementing Partner & Consortium Staff

Mercy Corps, ACDI/VOCA, ICNL (3H, Iraqi Al-Alam Association), Internews, Mercy Hands, PAO

ESTIMATED LENGTH OF INTERVIEW = 1 HOUR

DATE OF INTERVIEW:

NAME OF DATA COLLECTOR:

GOVERNORATE:

TOWN:

NAME OF RESPONDENT(S):

TITLE/POSITION:

ORGANIZATION:

TELEPHONE/EMAIL:

Male:

☐

Female:

☐

INTRO: *Thank you for meeting with me as part of the evaluation of the Broadening Participation through Civil Society project. The results of this evaluation will help to guide support for programs working with civil society in the future.*

JOB RESPONSIBILITIES

1. How long have you been working with the BPCS project?
2. What are your main duties?

BPCS SUPPORT FOR CIVIL SOCIETY ORGANIZATIONS

3. Two of the primary goals of BPCS were (1) to increase democratic engagement of citizens and (2) to increase civil society's impact on public policy. How have each of the following BPCS activities contributed to achieving these objectives?
 - a. Sub-Grants (e.g., advocacy, elections, collaboration, humanitarian assistance, Marla Fund supports for beneficiaries)
 - b. Process of pre/post organizational assessment
 - c. Organizational Development (OD) capacity strengthening [**NOTE TO DATA COLLECTOR:** The OD process includes several elements. This question is to explore whether the process *as a whole* was more important than any single one of its components. The process includes: (1) Pre Organizational Capacity assessment, (2) Individualized Development Plan, (3) Training pre plan, (4) Follow-up support with a coach/mentor, and (5) Post Organizational Capacity Assessment, one year later.]
 - d. Training [**NOTE TO DATA COLLECTOR:** *Be sure to probe for training topics that were most important to the CSO respondent. A list of offered trainings will be provided by BPCS as a reference.*]
 - e. Coaching and mentoring
 - f. Networking opportunities [**NOTE TO DATA COLLECTOR:** BPCS does not have explicit networking activities as part of its planned interventions. However, there were many informal opportunities for CSO partners to interact with important stakeholders (e.g., other CSOs, public/citizens, Iraqi central government officials, Iraqi local government officials, Iraqi media international NGOs and donors). Such an outcome would be an "unintended" result in that it was not an explicit program activity but resulted from CSO involvement with BPCS.]
 - g. Improving the enabling environment (e.g., passing legislation or policies)
 - h. Hubs and Sawa Center activities (e.g., CSO Fairs, Women's Day events)
 - i. Human rights and Women's rights advocacy activities
 - j. Other activities?
4. Was the OD support or grant support more important in meeting these goals? Why?

5. What modifications, if any, would you recommend for the grant making process to local CSOs?
6. What, if any, additional support would have been useful?
7. What are remaining capacity gaps for Iraqi CSOs?
8. How will CSOs address these gaps after BPCS is completed?

CSO CONTRIBUTION TO DEMOCRATIC PROCESSES

9. How have CSO partners made a contribution to citizen participation and engagement in relation to the following activities:
 - a. Elections (Iraqi Parliamentary, provincial councils, KRG parliament)
 - b. National budget process
 - c. Community advocacy for services and infrastructure priorities
 - d. Volunteerism
 - e. Creation of citizen engagement mechanisms (e.g., town hall meetings, hotlines, grievance procedures, petitions, participatory budget process)
 - f. Overall community resiliency in face of insecurity
 - g. Improving the enabling environment (e.g., passing legislation or policies)
 - h. Hubs and Sawa Center activities (e.g., CSO Fairs, Women's Day events)
 - i. Human rights and Women's rights advocacy activities
 - j. Other activities?
10. How have CSO partners conducted outreach to each of the following marginalized populations to encourage their participation in democratic processes and advocacy efforts?
 - a. Women
 - b. Youth
 - c. IDPs
 - d. Persons With Disabilities
 - e. Ethnic and Religious Minorities
11. As a result of BPCS activities, how has media coverage of CSO partners' activities and/or citizen priorities changed?
12. How has each of the following stakeholders' attitudes or behaviors toward CSO partners changed? What factors supported or prevented changes in these attitudes/perceptions?
 - a. Citizens
 - b. Government actors (any difference in changes at central v. local levels?)
 - c. Other CSOs
13. How have BPCS CSO partners' attitudes or behavior toward their own capabilities to better meet the needs of their communities changed? What factors supported or prevented changes?
14. What other examples highlight how CSO partners have increased citizen participation in democratic processes or otherwise better met the needs of the Iraqi population?
15. How has BPCS helped CSO partners to build a network with other stakeholders (e.g., government, private sector, Alternative Civil Society Actors, international donors or implementers) to better address citizen needs?

SUSTAINABILITY

16. What are most promising strategies for supporting sustainability of CSO activities in each of the following areas:
 - a. Organizational development capacity building
 - b. Financial sustainability (revenue)
 - c. Access to formal governance structures/officials
 - d. Advocacy capacity
 - e. Service delivery capacity

17. What external (i.e., non-capacity) obstacles face Iraqi CSO sustainability?

LESSONS LEARNED

18. What were unanticipated factors that positively or negatively impacted BPCS implementation? (e.g., security, regional dynamics, political context, economic shifts, USAID directives, consortium partner changes)

19. What were positive or negative unintended results of BPCS activities? (e.g., CSO engagement, community response, government response, system change, emergent leaders)

20. What opportunities/obstacles face Iraqis' participation in democratic governance?

21. If there were one change you would make to BPCS, what would it be?

22. What was BPCS's biggest achievement?

10c. Key Informant Interview Guide- Civil Society Organizations

Hubs, Sawa Centers, Marla Fund LNGO

ESTIMATED LENGTH OF INTERVIEW = 1 HOUR

DATE OF INTERVIEW:

NAME OF DATA COLLECTOR:

GOVERNORATE:

TOWN:

NAME OF RESPONDENT(S):

TITLE/POSITION:

ORGANIZATION:

TELEPHONE/EMAIL:

Male:

☐

Female:

☐

INTRO: *Thank you for meeting with me as part of the evaluation of the Broadening Participation through Civil Society project. The results of this evaluation will help to guide support for programs working with civil society in the future.*

CONNECTION WITH BPCS

1. How long have you been involved with the BPCS project?
2. How has BPCS supported your organization's activities?

BPCS SUPPORT FOR CIVIL SOCIETY ORGANIZATIONS

3. Two of the primary goals of BPCS is (1) to increase democratic engagement of citizens and (2) to increase civil society's impact on public policy. How have each of the following BPCS activities contributed to your organization achieving these two objectives?
 - a. Sub-Grants (e.g., advocacy, elections, collaboration, humanitarian assistance, Marla Fund supports for beneficiaries)
 - b. Process of pre/post organizational assessment
 - c. Organizational Development (OD) capacity strengthening [**NOTE TO DATA COLLECTOR:** The OD process includes several elements. This question is to explore whether the process *as a whole* was more important than any single one of its components. The process includes: (1) Pre Organizational Capacity assessment, (2) Individualized Development Plan, (3) Training pre plan, (4) Follow-up support with a coach/mentor, and (5) Post Organizational Capacity Assessment, one year later.]
 - d. Training (**NOTE TO DATA COLLECTOR:** *Be sure to probe for training topics that were most important to the CSO respondent. A list of offered trainings will be provided by BPCS as a reference.*)
 - e. Coaching and mentoring
 - f. Networking opportunities [**NOTE TO DATA COLLECTOR:** BPCS does not have explicit networking activities as part of its planned interventions. However, there were many informal opportunities for CSO partners to interact with important stakeholders (e.g., other CSOs, public/citizens, Iraqi central government officials, Iraqi local government officials, Iraqi media international NGOs and donors). Such an outcome would be an "unintended" result in that it was not an explicit program activity but resulted from CSO involvement with BPCS.]
 - g. Improving the enabling environment (e.g., passing legislation or policies)
 - h. Hubs and Sawa Center activities (e.g., CSO Fairs, Women's Day events)
 - i. Human rights and Women's rights advocacy activities
 - j. Other activities?
4. Was the OD support or grant support more important in meeting these goals? Why?

5. What modifications, if any, would you recommend for the grant making process to local CSOs?
6. What, if any, additional support would have been useful?
7. What are the remaining capacity gaps for your organization?
8. How will your organization address these gaps after BPCS is completed?

CSO CONTRIBUTION TO DEMOCRATIC PROCESSES

9. How has our organization made a contribution to citizen participation and engagement in relation to the following activities:
 - a. 2014 Elections (Iraqi Parliamentary, provincial councils, KRG parliament)
 - b. National budget process
 - c. Community advocacy for services and infrastructure priorities
 - d. Volunteerism
 - e. Creation of citizen engagement mechanisms (e.g., town hall meetings, hotlines, grievance procedures, petitions, participatory budget process)
 - f. Overall community resiliency in face of insecurity
 - g. Improving the enabling environment (e.g., passing legislation or policies)
 - h. Hubs and Sawa Center activities (e.g., CSO Fairs, Women's Day events)
 - i. Human rights and Women's rights
 - j. Other activities?
10. How has your organization conducted outreach to each of the following marginalized populations to encourage their participation in democratic processes and advocacy efforts?
 - a. Women
 - b. Youth
 - c. IDPs
 - d. Persons With Disabilities
 - e. Ethnic and Religious Minorities
11. As a result of BPCS activities, how has media coverage of your organization's activities and/or citizen priorities changed?
12. How have each of the following stakeholders' attitudes or behaviors toward your organization changed? What factors supported or prevented changes in these attitudes/perceptions?
 - a. Citizens
 - b. Government actors (any difference in changes at central v. local levels?)
 - c. Other CSOs
13. How have your organization's attitudes or behavior toward its own capabilities to better meet the needs of your community changed? What factors supported or prevented changes?
14. What other examples highlight how your organization has increased citizen participation in democratic processes or otherwise better met the needs of the your community?
15. How has BPCS helped your organization to build a network with other stakeholders (e.g., government, private sector, Alternative Civil Society Actors, international donors or implementers) to better address citizen needs?

SUSTAINABILITY

16. In what areas has your organization developed strategies with the help of BPCS to sustain your organization's activities?
 - a. Organizational Improvement Plan
 - b. Financial sustainability (revenue) / Fundraising strategy
 - c. External communication strategy for outreach to the Government
 - d. Advocacy Strategy
 - e. Service delivery strategy

17. What external (i.e., non-capacity) obstacles face your organization's sustainability?

LESSONS LEARNED

- 18. What were unanticipated factors that positively or negatively impacted your organization's participation in BPCS? (e.g., security, regional dynamics, political context, economic shifts)
- 19. What were positive or negative unexpected results of your organization's involvement with BPCS? (e.g., CSO engagement, community response, government response, system change, emergent leaders)
- 20. In general, what opportunities or obstacles face Iraqis' participation in democratic governance?
- 21. If there were one change you would make to BPCS, what would it be?
- 22. What was your organization's biggest achievement as a result of its involvement with BPCS?

MARLA FUND LNCO

- 23. What were the major differences in results between supports for Iraqis through individual projects v. community projects?
- 24. How does your organization coordinate its activities with the Compensation Commission (i.e., Central Commission on Compensation of Persons Affected by War Operations, Military Mistakes and Terrorist Acts)?
- 25. How will your organization sustain its support to victims of war after BPCS ends?
- 26. What needs of Iraqi civilian victims of war continue to go unmet?
- 27. What, if anything, would you change about the Marla Fund program?
- 28. What are the most important contributions the Marla Fund makes to civilian victims of war in Iraq?

10d. Key Informant Interview Guide- Marla Fund Beneficiary

ESTIMATED LENGTH OF INTERVIEW = 30 MINUTES

DATE OF INTERVIEW:

NAME OF DATA COLLECTOR:

GOVERNORATE:

TOWN:

NAME OF RESPONDENT(S):

TYPE OF SUPPORT: (check one) *Individual* _____ *Community Project* _____

ORGANIZATION:

Male: _____ **Female:** _____

TELEPHONE/EMAIL:

INTRO: *Thank you for meeting with me as part of the evaluation of the Marla Fund program. The results of this evaluation will assist understanding of how to improve programs working with civilian victims of war.*

CONFIDENTIALITY: *Everything we discuss is considered to be confidential. We do not share your name or anything that can be used to identify you with anyone outside of our evaluation team. We do not share information you provide with other people we are talking to for this evaluation. Whatever you share with us will not have any impact at all on the level of support you receive now or are eligible to receive in the future.*

.....

1. What kind of support have you received from the Marla Fund? [NOTE: *If respondent does not seem familiar with the term “Marla Fund”, please indicate this in your notes and explain that the Marla Fund is administered by the relevant LNGO that arranged the interview.*]
2. What supports are still needed?
3. How would you change the process of applying for support?
4. Has the LNGO staff provided any other type of support after the initial grant was provided? If so, please describe this support.
5. ***If a community project:*** How did your community decide to prioritize this project for support?
6. If you did not receive this support from the Marla Fund, what other options do you have for support?
7. How would you improve the Marla Fund program?
8. How has this support helped you, your family or your community?

10e. Focus Group Discussion Guide - CSO Partners

CSO Sub-Grantee, CSO OD Support Recipient

ESTIMATED LENGTH OF FGD = 1 HOUR

DATE OF FOCUS GROUP DISCUSSION (FGD):

NAME OF FGD FACILITATOR:

NAME OF FGD NOTETAKER:

GOVERNORATE OF FGD:

TOWN OF FGD:

NAMES OF PARTICIPANTS: *Attach sign-in sheet to notes*

Number of Men: OLDER _____ YOUNGER _____

Number of Women: OLDER _____ YOUNGER _____

Number of Organizational Development Support Recipients: _____

Number of Grantees: _____

Number of OD/Grant Recipients: _____

INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____ and I am part of a research team evaluating the work of Broadening Participation through Civil Society (BPCS). Thank you for meeting with me to talk about your experience with the BPCS project. The results of our discussion will help to improve support for civil society organizations in the future.*

INTRODUCTION FOR MINI-SURVEY: *As part of this process you will also receive an email with an online survey. All organizations that BPCS has supported are being asked to complete this questionnaire in order to give you all an equal opportunity to provide input to the evaluation process. The survey should only take you 10 minutes to complete, and we will be following up with any surveys not completed and submitted.*

CONFIDENTIALITY: *Everything we discuss today is considered to be confidential. What this means is that we do not include your names or anything that can be used to identify you in our research report. We also do not use your names in providing feedback to BPCS, and your input does not in any way affect any services you may receive. The final report with recommendations will be made public but will not include any names of those we have interviewed here today or who completed the survey.*

STRUCTURE: *As part of this discussion, I will ask you about 10 questions about your experience with BPCS and my co-worker will take notes. It is important to give everyone an opportunity to speak about his or her experience, so I will do my best to be sure everyone has a chance to participate.*

Do you have any questions about this process before we begin?

Citizen Participation Outcomes:

1. What is a specific example of how BPCS's organizational development support improved your organization's ability to encourage citizen participation in democratic processes?
2. What is a specific example of how BPCS's advocacy training improved your organization's ability to encourage citizen participation in democratic processes?
3. What is a specific example of how BPCS's sub-grant improved your organization's ability to encourage citizen participation in democratic processes?
4. How did BPCS support your organizations' involvement in the 2014 elections, in response to the recent humanitarian crisis, provincial budget planning process, new legislation or other important event in your community?

5. What formal and informal mechanisms for supporting citizen involvement in democratic processes were developed as a result of BPCS activities? Are these likely to continue after BPCS ends?
6. Which was more important to your organization's ability to better serve your community and why?
 - (a) Organizational development support
 - OR
 - (b) Sub-grant?
7. How did BPCS Hubs / Sawa Centers support your organization's work?
8. How has volunteerism in civic organizations changed as a result of BPCS activities?
9. To successfully advocate on behalf of your communities, which governmental officials or offices are best to approach?

Sustainability

10. How will your organization address ongoing gaps in organizational development?
11. How will your organization replace funding support received through BPCS's grant program?
12. In general, what obstacles currently face Iraqi civil society? (e.g., funding, public perceptions, government policies, political pressure) How will these obstacles best be addressed?

Improvements

13. What changes would you recommend for grant making process to local CSOs?
14. If you could improve or change anything about BPCS, what would it be?

Accomplishments

15. What is the most significant change to your organization as a result of its participation in BPCS?
16. What is the most significant accomplishment of BPCS in terms of encouraging citizen participation in democratic process?

Thank you for your taking the time to participate in this focus group. If you have any questions about this discussion or our research, please feel free to come up to talk with my co-worker or me individually.

10f. Focus Group Discussion Guide - CSO Partner Beneficiary

ESTIMATED LENGTH OF FGD = 1 HOUR (including 5-minute mini-survey)

DATE OF FOCUS GROUP DISCUSSION (FGD):

NAME OF CSO PARTNER(S) ORGANIZING FGD:

NAME OF FGD FACILITATOR:

NAME OF FGD NOTETAKER:

GOVERNORATE OF FGD:

TOWN OF FGD:

NAMES OF PARTICIPANTS: *Attach sign-in sheet to notes.*

Number of Men: Over 30 Years old ☐ **Under 30 years old** ☐

Number of Women: Over 30 Years old ☐ **Under 30 years old** ☐

Number of IDPs: ☐

Number of PWDs: ☐

Number of Participants from Ethnic/Religious Minorities: ☐

INTRODUCTION FOR FOCUS GROUP: *Hello. My name is _____ and I am part of a research team that is evaluating the work of CSOs in this governorate. Thank you for meeting with me to talk about your experience with the CSO that invited you here today. The results of our discussion will help Iraqi civil society organizations to improve their programs in the future.*

INTRODUCTION FOR MINI-SURVEY: *We would like to begin this process with each of you taking a short survey about your experience with civil society organizations in your community. The survey will take about 5 minutes to complete. Everything you write is anonymous so there is no need to put your name on the form. If you would like any assistance in completing the survey, my co-worker and I are available to help you individually. You can skip any questions that you do not want to answer. Please feel free to add any additional comments at the end of the form. [Allow 5-10 minutes to complete form. Notetaker should collect completed forms.]*

STRUCTURE: *As part of this discussion, I will ask you about 10 questions and my co-worker will take notes. It is important to give everyone an opportunity to speak about his or her experience, so I will do my best to be sure everyone has a chance to participate.*

1. If your community needs important projects—such as water, sanitation, roads, bridges, schools, electricity—where do you go for help? (e.g., CSO, local council, provincial council, COR Member, Governor's Office, line ministry tribal leader, religious leader, friends/family, Media, etc.)
2. What is the process for ensuring that your community receives the services that it needs? Have these processes gotten easier or harder over the past three years?
3. How many of you volunteer with the organization that invited you here today or any other CSO in your community? Of those of you that volunteer, what kinds of activities do you do?
4. What kind of service or support do you receive from the organization that invited you here today? What would you recommend to improve this service or support?
5. How does the organization that invited you advocate with the Iraqi government on behalf of your community? (e.g., human rights, women's rights, better services, more mechanisms for citizen engagement) What ways might the organization be more effective in advocating on behalf of the community?

6. How does the organization help the community to speak directly to government officials?
How might they better support the community in communicating with government officials?
7. In what ways does the organization make a positive difference in your community?
8. In what ways could the organization better serve your community?
9. Is there anything else you would like to add about the organization that invited you here today or any other topics we have discussed?

Thank you for your taking the time to participate in this discussion! If you have any questions about this discussion or our research, please feel free to talk with my co-worker or me individually.

10g. Mini-Survey– CSO Partner Beneficiary

RESPONDENT BACKGROUND

1. Gender? Male Female
2. Year of birth? _____
3. Have you been displaced from your home in the past 18 months? Yes No
4. Do you have a physical condition that makes it difficult to work? Yes No
5. Your ethnicity and religious? _____
6. Which organization invited you to attend this discussion today? _____

7. Please check the 3 most important types of support you or your family received from the organization that invited you to this discussion:

My family and I did not receive support	<input type="checkbox"/>	Food, Shelter, Clothing	<input type="checkbox"/>
Medical care or supplies	<input type="checkbox"/>	Cash gift	<input type="checkbox"/>
Repair or replacement of personal property (e.g., homes, businesses)	<input type="checkbox"/>	Improving safety for my family or me	<input type="checkbox"/>
Representing the needs of the community to government officials	<input type="checkbox"/>	Supporting free and fair elections in Iraq or KRG	<input type="checkbox"/>
Helping my family or me better understand our legal rights	<input type="checkbox"/>	Improving transparency of the Iraqi/KRG government	<input type="checkbox"/>
Financial support to start or build a business	<input type="checkbox"/>	Supplies to start or build a business	<input type="checkbox"/>
Training to increase earnings	<input type="checkbox"/>	Help finding a job	<input type="checkbox"/>
Improved basic services in my community (e.g., sanitation, education, water, electricity)	<input type="checkbox"/>	Repair or replacement of important infrastructure in your community (e.g., bridges, roads, schools)	<input type="checkbox"/>
Other (please describe):			

8. Please check the 3 most important types of support the community where you now live received from the organization that invited you to this discussion:

My community did not receive any support	<input type="checkbox"/>	Food, Shelter, Clothing	<input type="checkbox"/>
Medical care or supplies	<input type="checkbox"/>	Cash gift	<input type="checkbox"/>
Repair or replacement of personal property (e.g., homes, businesses)	<input type="checkbox"/>	Improving safety for the community where I now live	<input type="checkbox"/>
Representing the needs of the community to government officials	<input type="checkbox"/>	Supporting free and fair elections in Iraq or KRG	<input type="checkbox"/>
Helping people in my community to better understand their legal rights	<input type="checkbox"/>	Improving transparency of the Iraqi/KRG government	<input type="checkbox"/>
Financial support to start or build a business	<input type="checkbox"/>	Supplies to start or build a business	<input type="checkbox"/>
Training to increase earnings	<input type="checkbox"/>	Help finding a job	<input type="checkbox"/>
Improved basic services in my community (e.g., sanitation, education, water, electricity)	<input type="checkbox"/>	Repair or replacement of important infrastructure in your community (e.g., bridges, roads, schools)	<input type="checkbox"/>
Other (please describe):			

9. Was the staff who provided you with support knowledgeable?
(Please check one): ☐ Yes ☐ No ☐ Somewhat ☐ Received no help

10. Was the staff who provided you with support professional and well-organized?
 (Please check one): ☐ Yes ☐ No ☐ Somewhat ☐ Received no help

11. On a monthly basis, how many hours do you volunteer with a CSO in your community

12. Do you volunteer more or less time than you did last year?
 (Please check one): ☐ More ☐ Less ☐ No change

13. Indicate whether you Strongly Agree, Agree, Disagree or Strongly Disagree with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree
CSOs in my community provide reliable information.				
CSOs in my community understand citizen needs.				
CSOs in my community provide vital services.				
CSOs in my community have supported human rights.				
CSOs in my community have supported women's rights.				
CSOs in my community can effectively advocate with government officials.				
CSOs in my community make it easier for me to advocate with government officials.				
CSOs in my community don't care about citizen needs.				
CSOs in my community are corrupt.				

14. Have you participated in any of the following events at the Sawa Center?

	Yes	No	Don't Know Sawa Center
Event where you were <i>able to discuss</i> important needs of your community			
Event where <i>government officials listened</i> to public concerns			
Event where <i>government officials provided</i> information important to you or your community			
Event where <i>non-governmental organizations provided</i> information important to you or your community			

18. Please feel free to add any additional comments:

10h. Online Survey– BPCS staff and CSOs

ESTIMATED LENGTH OF SURVEY = 10 MINUTES

Thank you for participating in this online survey as part of the USAID evaluation of the Broadening Participation through Civil Society project (“Musharaka”). The results of this survey will assist USAID to better support programs working with civil society in the future. The survey is a total of 26 questions and should take no longer than 10 minutes to complete.

[illegible]

RESPONDENT BACKGROUND

1. Are you male or female?
Multiple choice (choose 1): Male, Female
2. Which organizations have you worked for as part of BPCS? (choose all that apply)
Multiple choice (choose all that apply): Mercy Corps, ACDI/VOCA, ICNL, Internews, Mercy Hands, PAO, 3H, Iraqi Al-Amal Association, CSO Partner, Marla Fund, Hub, Sawa Center for Community Action, Other (text box)
3. What form of support do you receive from BPCS:
Multiple choice (choose all that apply): Grant, Organizational development, Training, Coaching, Networking, No support, Other (text box)
4. Which vulnerable groups does your organization prioritize in its activities?
Multiple choice (choose all that apply): Women/Girls, Youth, IDPs, Persons With Disabilities, Ethnic/Religious Minorities, None of these, Other (text box)
5. In which governorates do you operate?
Multiple choice (choose all that apply): Anbar, Babil, Baghdad, Basrah, Dhi Qar, Diyala, Dahuk, Erbil, Kerbala, Tameem/Kirkuk, Missan, Muthanna, Najaf, Ninewa, Qadissiya, Salah ad Din, Sulaymaniyah, Wassit

BPCS SUPPORT FOR CIVIL SOCIETY ORGANIZATIONS

6. What were the 3 most important types of support provided by BPCS to improve CSO operations?
- Multiple choice (choose 3):
- a. Organizational Capacity Assessment
 - b. Organizational Development Plans
 - c. Governance Training
 - d. Strategic Management Training
 - e. Leadership Training
 - f. Human Resource Management Training
 - g. External Relationships Training
 - h. Information Systems Training
 - i. Financial Resource Training
 - j. Advocacy Training
 - k. Media Training
 - l. Coaching from BPCS staff
 - m. Networking opportunities with other CSOs
 - n. Networking opportunities with Iraqi citizens
 - o. Networking opportunities with Iraqi central government officials
 - p. Networking opportunities with Iraqi local government officials
 - q. Networking opportunities with Iraqi media

- r. Networking opportunities with international NGOs and donors
 - s. Supporting development of laws and policies to improve situation for Iraqi CSOs
 - t. Hubs and Sawa Center activities
 - u. Other (text box)
 - v. None
7. What were the 3 most important types of support provided by BPCS to improve CSO ability to advocate on behalf of their communities?

Multiple choice (LETTERS F-R ARE THE SAME AS QUESTION 6 J-V) (choose 3):

- a. Election grants
 - b. Humanitarian assistance grants
 - c. Advocacy grants
 - d. Collaboration grants
 - e. Organizational Development Training
 - f. Advocacy Training
 - g. Media Training
 - h. Coaching
 - i. Networking opportunities with other CSOs
 - j. Networking opportunities with the Iraqi citizens
 - k. Networking opportunities with Iraqi central government officials
 - l. Networking opportunities with Iraqi local government officials
 - m. Networking opportunities with Iraqi media
 - n. Networking opportunities with international NGOs and donors
 - o. Supporting development of laws and policies to improve situation for Iraqi CSOs
 - p. Hubs and Sawa Center activities
 - q. Other (text box)
 - r. None
8. What were the 3 most important types of support provided by BPCS to improve CSO support for citizen participation in democratic processes?

Multiple choice --- SAME CHOICES AS QUESTION 7) (choose 3):

- a. Election grants
 - b. Humanitarian assistance grants
 - c. Advocacy grants
 - d. Collaboration grants
 - e. Organizational Development Training
 - f. Advocacy Training
 - g. Media Training
 - h. Coaching
 - i. Networking opportunities with other CSOs
 - j. Networking opportunities with the Iraqi citizens
 - k. Networking opportunities with Iraqi central government officials
 - l. Networking opportunities with Iraqi local government officials
 - m. Networking opportunities with Iraqi media
 - n. Networking opportunities with international NGOs and donors
 - o. Supporting development of laws and policies to improve situation for Iraqi CSOs
 - p. Hubs and Sawa Center activities
 - q. Other (text box)
 - r. None
9. What were the 3 most important types of support provided by BPCS to improve CSO ability to hold government officials and agencies accountable to the public?

Multiple choice --- SAME CHOICES AS QUESTION 7) (choose 3):

- a. Election grants
- b. Humanitarian assistance grants

- c. Advocacy grants
- d. Collaboration grants
- e. Organizational Development Training
- f. Advocacy Training
- g. Media Training
- h. Coaching
- i. Networking opportunities with other CSOs
- j. Networking opportunities with the Iraqi citizens
- k. Networking opportunities with Iraqi central government officials
- l. Networking opportunities with Iraqi local government officials
- m. Networking opportunities with Iraqi media
- n. Networking opportunities with international NGOs and donors
- o. Supporting development of laws and policies to improve situation for Iraqi CSOs
- p. Hubs and Sawa Center activities
- q. Other (text box)
- r. None

10. Which supports were not useful in supporting CSOs to meet their advocacy or service delivery objectives?

Multiple choice --- SAME CHOICES AS QUESTION 6) (choose 3):

- a. Organizational Capacity Assessment
- b. Organizational Development Plans
- c. Governance Training
- d. Strategic Management Training
- e. Leadership Training
- f. Human Resource Management Training
- g. External Relationships Training
- h. Information Systems Training
- i. Financial Resource Training
- j. Advocacy Training
- k. Media Training
- l. Coaching from BPCS staff
- m. Networking opportunities with other CSOs
- n. Networking opportunities with Iraqi citizens
- o. Networking opportunities with Iraqi central government officials
- p. Networking opportunities with Iraqi local government officials
- q. Networking opportunities with Iraqi media
- r. Networking opportunities with international NGOs and donors
- s. Supporting development of laws and policies to improve situation for Iraqi CSOs
- t. Hubs and Sawa Center activities
- u. Other (text box)
- v. None

11. Which support was most important for CSOs to be able to meet their activity goals?

Multiple choice (choose 1):

- a. Grant from BPCS
- b. Organizational Development support from BPCS
- c. Both are equally important

12. If your organization received a BPCS grant, what were the most important results?
(Text box)

13. If your organization received Organizational Development support from BPCS, what were the most important results?
(Text box)

CSO PARTNER CONTRIBUTIONS

14. Indicate how strongly you agree or disagree with the following statements:
Multiple choice (choose 1): Strongly agree, Agree, Disagree, Strongly disagree
- a. CSO partners increased voter participation in elections.
 - b. Over the past three years, CSO partners successfully advocated for improved government-provided service delivery in their communities.
 - c. Over the past three years, CSO partners improved their own capacity to deliver services in their communities.
 - d. CSO partners are able to advocate on behalf of their community with government officials.
 - e. CSO partners have advanced human rights in their communities.
 - f. CSO partners have advanced women's rights in their communities.
 - g. BPCS Hubs/Sawa Centers provide important services to their communities.
 - h. BPCS Hubs/Sawa Centers support cooperation among CSOs.
 - i. BPCS Hubs/Sawa Centers support citizen access to government officials.
 - j. CSO partners are operate effectively.
 - k. CSO partners will be self-sustaining after BPCS ends.
15. Which Marla Fund approach better serves the needs of Iraqi civilian war victims?
Multiple choice (choose 1): Individual grants, Community projects, Don't know

CSO STATUS WITHIN IRAQI SOCIETY

16. Choose whether CSO partners are collaborative or antagonistic with the following actors:
- a. Council of Representatives (COR)
 - b. Council of Representatives (KRG)
 - c. NGO Directorate (central government)
 - d. NGO Directorate (KRG)
 - e. Ministries
 - f. Governor's Office
 - g. Provincial Council
 - h. Iraqi citizens
 - i. Media
 - j. Other CSOs
 - k. International NGOs
- Multiple choice (choose 1): Very collaborative, Collaborative, Neutral, Antagonistic, Very antagonistic, Don't know

NETWORKS

17. List up to 3 CSOs who are your primary partners.
(3 Text Boxes)
18. List up to 3 types of government offices that are your primary partners.
(3 Text Boxes)
19. List up to 3 of the most important organizations from which you seek technical assistance.
(3 Text Boxes)
20. List up to 3 of the most important organizations from which you seek reliable information.
(3 Text Boxes)
21. List up to 3 organizations that present the greatest obstacles to your work.
(3 Text Boxes)
22. List up to 3 CSOs that are the most influential with changing Iraqi policies.
(3 Text Boxes)

23. List up to 3 of the most important sources of your organization's revenue and/or funding,
(3 Text Boxes)

CONCLUSION

24. What are the most significant obstacles currently facing Iraq's civil society?

Multiple choice (choose up to 3)

- a. Legal and policy environment
- b. Political parties
- c. Lack of financial resources
- d. Lack of technical knowledge
- e. Lack of organizational capacity
- f. Lack of relationships with government officials
- g. Lack of relationships with other CSOs
- h. Iraqi citizen opposition
- i. Other (text box)

25. What is your organization's most important contribution through BPCS?

Multiple choice (choose up to 3)

- a. Advocacy for government-provided services
- b. Provision of important services to the community
- c. Advocacy for changes to Iraqi law and policies
- d. Support for human rights
- e. Support for women's rights
- f. Created volunteer opportunities for Iraqi citizens
- g. Supported other CSOs
- h. Improved relationship between government and community
- i. Provided humanitarian assistance
- j. Other (text box)

26. What is the most important change that would improve BPCS program?

Text Box

Please provide your email address so that we are able to confirm your participation in the survey. Our team will be following up with any missing surveys.

10i. Online Survey– Journalists / Media

ESTIMATED LENGTH OF SURVEY = 2 MINUTES

INTRO: Thank you for participating in this online survey as part of the evaluation of the Broadening Participation through Civil Society project (“Musharaka”). The results of this survey will assist in providing better programs to support Iraq’s civil society. The survey is a total of 9 questions and should take no longer than 2 minutes to complete.

• • • • •

1. What is your sex?
Multiple choice (choose 1): Male, Female
2. For which type of media outlet do you work?
Multiple choice (choose all that apply): Newspaper, Magazine, Newsletter, Television, Radio, Blog, Website, Twitter, Other (Text Box)
3. What geographic area do you cover?
Multiple choice (choose all that apply): Anbar, Babil, Baghdad, Basrah, Dhi Qar, Diyala, Dahuk, Erbil, Kerbala, Tameem/Kirkuk, Missan, Muthanna, Najaf, Ninewa, Qadissiya, Salah ad Din, Sulaymaniyah, Wassit
4. Which is your primary area of responsibility in relation to your media work?
Multiple choice (choose one): Editor, News reporting, Feature reporting, Opinion reporting, Photography, Cartooning, Other (Text Box)
5. How do you know about BPCS?
Multiple choice (choose all that apply): Training Participant, Trainer/Coach, Reported on BPCS activities, Reported on BPCS CSO partner activities, Other (Text Box)
6. Indicate how strongly you agree or disagree with the following statements (check one):

	Strongly Agree	Agree	Disagree	Strongly Disagree
CSOs provide reliable information.				
CSOs understand citizen needs.				
CSOs provide vital services.				
CSOs can effectively advocate with government officials.				
CSOs make it easier for citizens to advocate with government officials.				
CSOs don't care about citizen needs.				
CSOs in general are corrupt.				
CSOs increased voter participation in elections				
CSOs increased transparency of the electoral process during elections.				
Over the past three years, CSO partners successfully advocated for improved government-provided service delivery in their communities.				
Over the past three years, CSO partners improved their own capacity to deliver services in their communities.				
CSOs have advanced human rights in Iraq.				
CSOs have advanced women's rights in Iraq.				
CSOs have an antagonistic relationship with the media.				
CSOs have a cooperative relationship with the media.				

7. List the 3 CSOs that you believe to be reliable sources of information.
(3 Text Boxes)
8. List the 3 CSOs that are the most influential with changing Iraqi policies.
(3 Text Boxes)

[NOTE: Same question as Question #22 on Staff/Partner survey)

9. What are the most significant obstacles currently facing Iraq's civil society?

[NOTE: Same question and answers as Question #24 on Staff/Partner survey)

Multiple choice (choose up to 3)

- a. Legal and policy environment
- b. Political parties
- c. Lack of financial resources
- d. Lack of technical knowledge
- e. Lack of organizational capacity
- f. Lack of relationships with government officials
- g. Lack of relationships with other CSOs
- h. Iraqi citizen opposition
- i. Other (text box)

*Please provide your email address so that we are able to confirm your participation in the survey.
Our team will be following up with any missing surveys*

Annex 11. Conflict of Interest Statements

Jennifer Kuiper, Team Leader / Evaluation Expert

Consulting Agreement for Non-Personal Services, Version 1 (12.16.14)
Jennifer C. Kuiper, The Advancing Performance Management Project
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Annex 5

Disclosure of Real or Potential Conflict of Interest for USAID Evaluation

Instructions:

Evaluations of USAID projects will be undertaken so that they are not subject to the perception or reality of biased measurement or reporting due to conflict of interest.¹ For external evaluations, all evaluation team members will provide a signed statement attesting to a lack of conflict of interest or describing an existing conflict of interest relative to the project being evaluated.²

Evaluators of USAID projects have a responsibility to maintain independence so that opinions, conclusions, judgments, and recommendations will be impartial and will be viewed as impartial by third parties. Evaluators and evaluation team members are to disclose all relevant facts regarding real or potential conflicts of interest that could lead reasonable third parties with knowledge of the relevant facts and circumstances to conclude that the evaluator or evaluation team member is not able to maintain independence and, thus, is not capable of exercising objective and impartial judgment on all issues associated with conducting and reporting the work. Operating Unit leadership, in close consultation with the Contracting Officer, will determine whether the real or potential conflict of interest is one that should disqualify an individual from the evaluation team or require recusal by that individual from evaluating certain aspects of the project(s).

In addition, if evaluation team members gain access to proprietary information of other companies in the process of conducting the evaluation, then they must agree with the other companies to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.³

Real or potential conflicts of interest may include, but are not limited to:

1. Immediate family or close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.
2. Financial interest that is direct, or is significant/material though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.
3. Current or previous direct or significant/material though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.
4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.
5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.
6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Jennifer Kuiper
Title	Team Leader/Evaluation Expert
Organization	The QED Group, LLC
Evaluation Position	<input checked="" type="checkbox"/> Team leader <input type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Contract No. AID-267-C-13-00001
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	USAID/Iraq's Broadening Partnership through Civil Society Project in Iraq

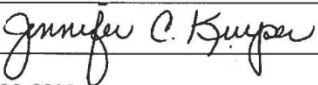
¹ USAID Evaluation Policy (p. 8); USAID Contract Information Bulletin 99-17; and Federal Acquisition Regulations (FAR)

² USAID Evaluation Policy (p. 11)

³ FAR 9.505-4(b)

I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No [check appropriate box]
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	[Disclose facts if applicable]

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	[Non-PSC's signature] 
Date	[Insert Date] March 25, 2015

Annex 5

Disclosure of Real or Potential Conflict of Interest for USAID Evaluation

Instructions:

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2. Financial interest that is direct, or is significant/material though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.
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6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.

¹ USAID Evaluation Policy (p. 8); USAID Contract Information Bulletin 99-17; and Federal Acquisition

² USAID Evaluation Policy (p. 11)


³ FAR 9.505-4(b)

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Nino Saakashvili
Title	Civil Society Expert
Organization	The QED Group LLC
Evaluation Position?	<input type="checkbox"/> Team leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	AID-267-C-13-00001
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	Broadening Participation through Civil Society Project Final Performance Evaluation in Iraq
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <i>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i> <i>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i> <i>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i> <i>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i> <i>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing</i> 	

<i>organization(s) whose project(s) are being evaluated.</i> 6. <i>Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i>	
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I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	 Nino Saakashvili
Date	April 21, 2015

Annex 5

Disclosure of Real or Potential Conflict of Interest for USAID Evaluation

Instructions:

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5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.
6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Sadeem Hikmat Khairy
Title	Civil Society Expert
Organization	The QED Group, LLC
Evaluation Position	<input type="checkbox"/> Team leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Contract No. AID-267-C-13-00001
USAID Project(s) Evaluated (Include project name(s), implementer name(s))	USAID/Iraq's Broadening Partnership through Civil Society Project in Iraq


¹ USAID Evaluation Policy (p. 8); USAID Contract Information Bulletin 99-17; and Federal Acquisition Regulations (FAR) Part 9.5, Organizational Conflicts of Interest, and Subpart 3.10, Contractor Code of Business Ethics and Conduct.

² USAID Evaluation Policy (p. 11)

³ FAR 9.505-4(b)

<i>and award number(s), if applicable)</i>	
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No [check appropriate box]
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. <i>Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i> 2. <i>Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i> 3. <i>Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i> 4. <i>Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i> 5. <i>Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i> 6. <i>Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i>	[Disclose facts if applicable]

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	[Non-PSC's signature] 
Date	[Insert Date] 28 - May - 2015

Annex 12. Statement of Differences

There were no differences among the team members in the findings, conclusions, or recommendations related to this evaluation.

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